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DEPARTMENT OF DEFENSE

DEOMI Organizational Climate Survey (DEOCS) Report

Organization: USS SHILOH

Commander/Director: (b) (6), (b) (5)

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Directorate of Research
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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. Individual Service instructions typically require organizations to use multiple approaches, such as individual interviews and/or focus groups, when assessing command climate.

Discretion should be taken prior to making any management or disciplinary decisions based solely on the results.

I. HOW TO INTERPRET YOUR DEOCS RESULTS

1. Start by looking at the demographic breakout in section II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population. Also, disparities in responses presented in the tables throughout the report are due to missing responses attributable to incomplete surveys, stray marks, or multiple responses selected for a single-response item.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, members' satisfaction with issue resolution and perceived barriers to reporting.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.
4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, near average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

STEPS TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
Green	Above Service Average	Perceptions fall in the upper 80th percentile of the responses within your Service.	Indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service.
Blue	Near Service Average	Perceptions fall in the 21st to 79th percentile of responses within your Service.	Indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service.
Red	Below Service Average	Perceptions fall in the lower 20th percentile of responses within your Service.	Indicates that the perceptions of your members are markedly less favorable than those commonly held across your Service.

Steps to interpreting DEOMI DEOCS color coding:

1. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
 - a. Unit: Examine *Section IV Sexual Assault Prevention and Response* (page 20, 21) and *Section VI Overall Unit Summary* (pages 55 - 57) to compare your unit's score on each DEOCS factor to your Service's average. Additionally, compare your unit's score to the "Range of Near Service Average" to gauge relational standing of your unit's score to your Service.
 - b. Subgroups: Examine *Section V Climate Factor Subgroup Comparisons* (pages 52 - 54) to compare perceptions among subgroups and to your Service's average. In addition to using the color coding schema, compare the subgroup's numeric average (displayed in each box) to the "Range of near Service Average" (presented on pages 20, 21, 55 - 57) to gauge the relative standing of each subgroup to your Service.
2. Examine the item-level results by using the favorable/unfavorable responses to guide interpretation on the factor contained within *Section IV* (SAPR Item Results, pages 22 - 51) and *Section VII* (DEOCS Summary of Survey Item Results, pages 58 - 79).
3. Examine the written comments associated with the area of concern and determine if any of the comments are associated with negative perceptions. Overall, comments can be easier to manage if they are broken into themes.
4. Based on the degree of favorability of the item-level results and written comments, determine if the classification of your unit or subgroup(s) as 'Below Service Average' or 'Near Service Average' is at an acceptable level based on your unit's standards.
5. If results do not meet the expectations of the unit's standards, use the findings to guide follow-on climate assessment actions (e.g., develop plan of action to improve climate; determining the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, etc.). For more strategies to improve or maintain a healthy command climate, refer to "Recommendations" throughout *Section IV SAPR* (pages 20-51) and *Section VIII Recommendations* (pages 80-81).

NOTE: The DEOCS report provides unit-level comparisons that help identify subgroups that may harbor negative - or positive perceptions regarding a particular climate factor. However, be mindful that a red color coding does not automatically reflect a negative find. It simply means that your average is below your Service's average from a unit-level standpoint. Your actual favorability scores (in section VII) for that factor may reflect a positive percentage. Using that percentage, you should be able to determine if there is in fact an issue within your organization.

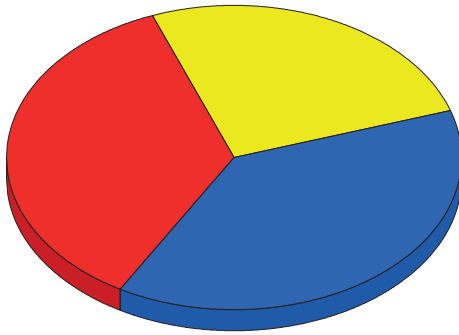
MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

II. DEMOGRAPHIC BREAKOUT

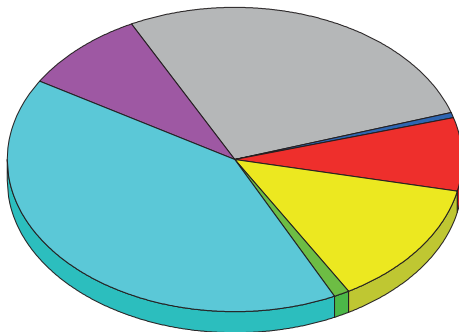
MINORITY vs MAJORITY



	Frequency	Percent
Minority	64	38.32
Majority	60	35.93
Declined	43	25.75
Total	167	100.00

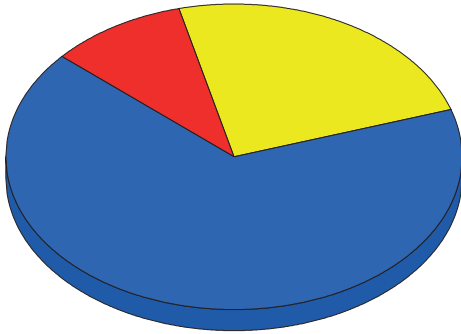
For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

RACE



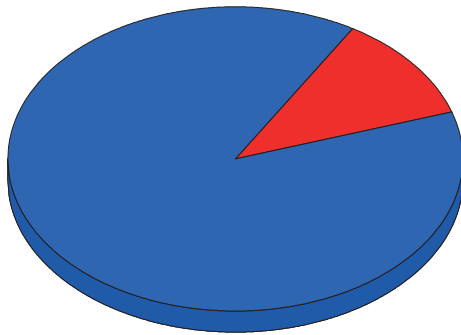
	Frequency	Percent
American Indian	1	0.60
Asian	13	7.78
Black	22	13.17
Native Hawaiian	2	1.20
White	68	40.72
Two or More	15	8.98
Declined	46	27.54
Total	167	100.00

ETHNICITY



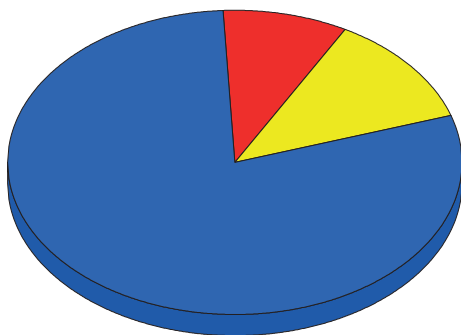
	Frequency	Percent
Not Hispanic	111	66.47
Hispanic	16	9.58
Declined	40	23.95
Total	167	100.00

GENDER



	Frequency	Percent
Men	148	88.62
Women	19	11.38
Total	167	100.00

CATEGORY

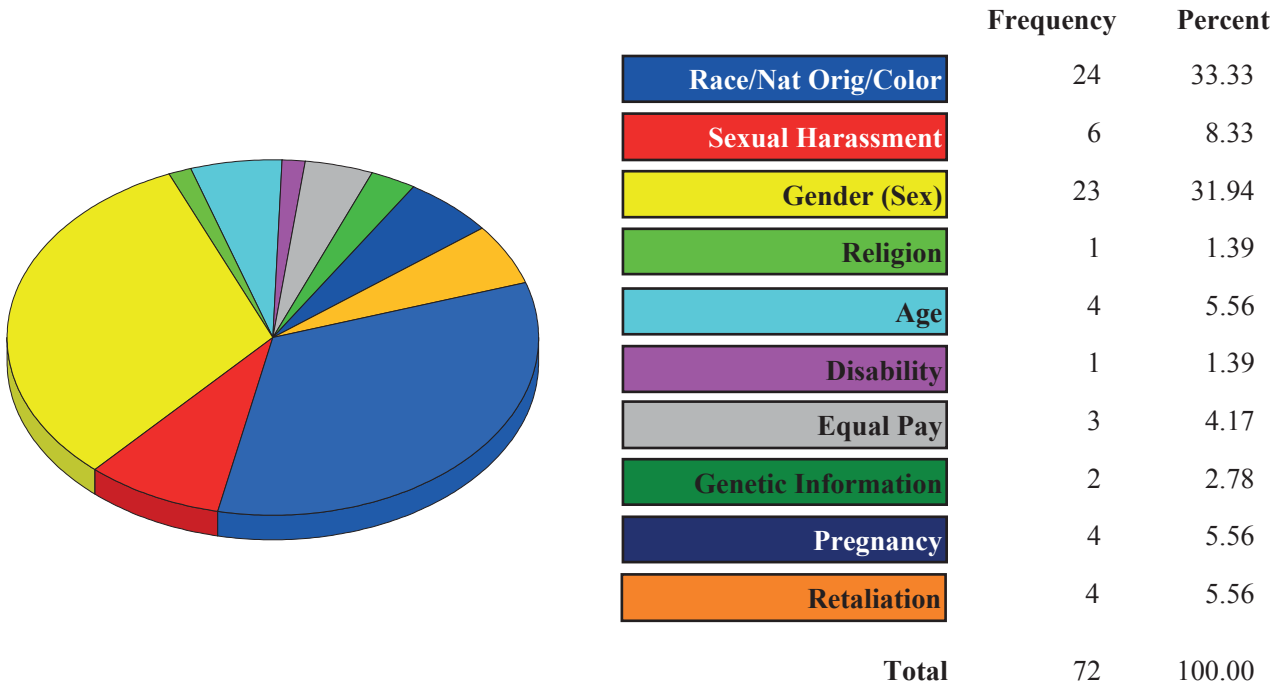


	Frequency	Percent
Jr Enlisted (E1-E6)	132	79.04
Sr Enlisted (E7-E9)	15	8.98
Jr Officer (O1-O3)	20	11.98
Sr Officer (O4 and up)	0	0.00
Jr Civ (Grades 1-8)	0	0.00
Sr Civ (Grades 9-SES)	0	0.00
Other	0	0.00
Total	167	100.00

III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

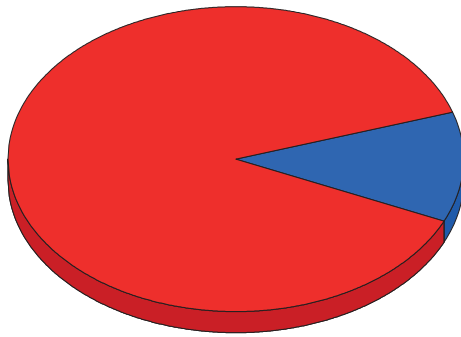


NOTE: Respondents can select multiple bases of discrimination, which accounts for any disparities in totals. Information specific to Sexual Harassment begins on page 14.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

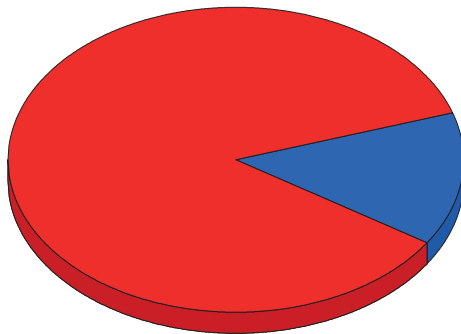
NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

MAJORITY



	Frequency	Percent
YES	7	11.67
NO	53	88.33
Total	60	100.00

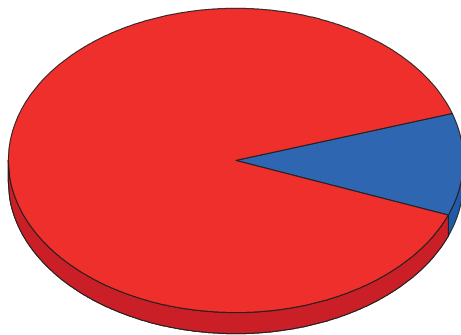
MINORITY



	Frequency	Percent
YES	9	14.06
NO	55	85.94
Total	64	100.00

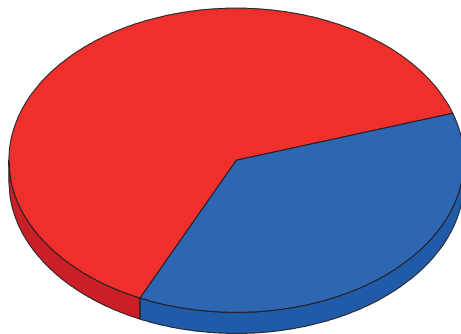
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	16	10.81
NO	132	89.19
Total	148	100.00

WOMEN

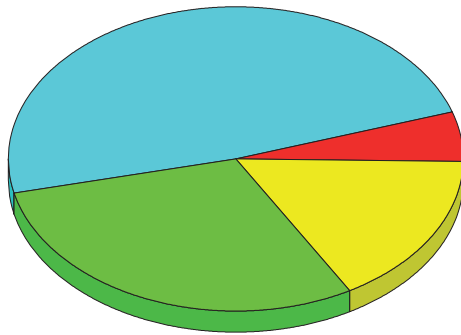


	Frequency	Percent
YES	7	36.84
NO	12	63.16
Total	19	100.00

Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of discrimination to someone in your organization?



	Frequency	Percent
	0	0.00
	2	5.41
	6	16.22
	11	29.73
	18	48.65
Total	37	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

"N/A" responses not included.

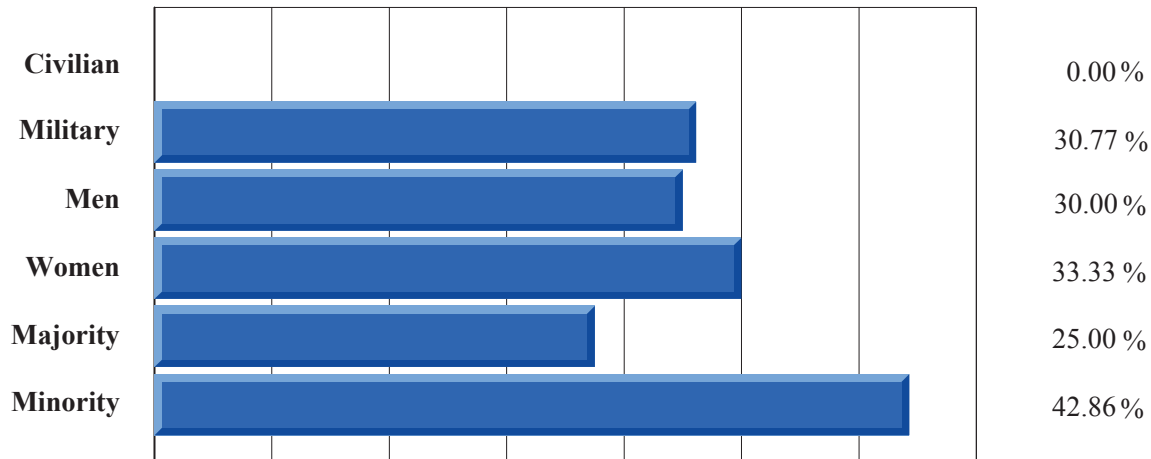
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor:
Demographic Breakout**

NOTE: Respondents who selected "Decline to respond" for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 1. Reported Incident of Discrimination by Demographic Breakout

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	8	30.77	18	69.23	26	100.00
Men	6	30.00	14	70.00	20	100.00
Women	2	33.33	4	66.67	6	100.00
Majority	3	25.00	9	75.00	12	100.00
Minority	3	42.86	4	57.14	7	100.00

Figure 1. Reported Incident of Discrimination by Demographic Subgroups

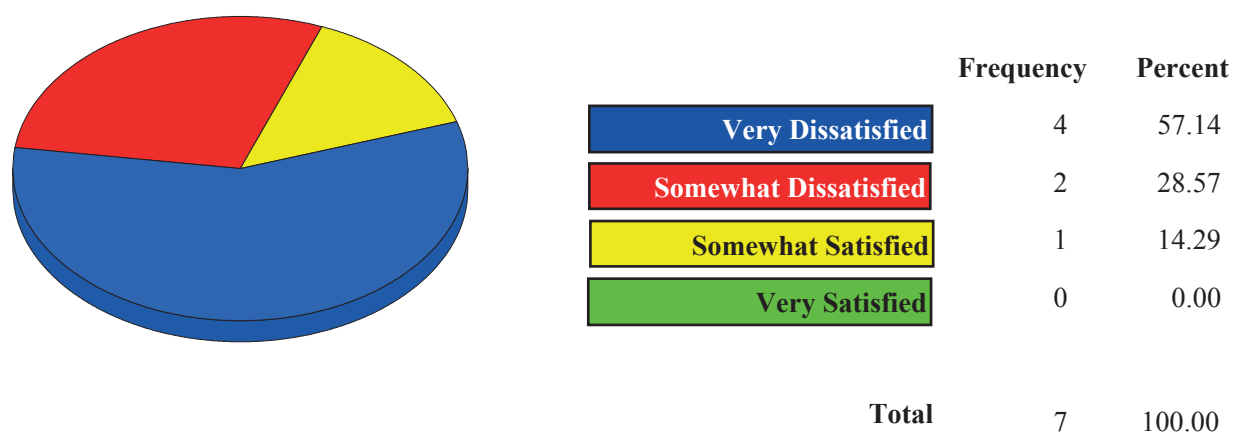


"N/A" responses not included.

Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 2. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

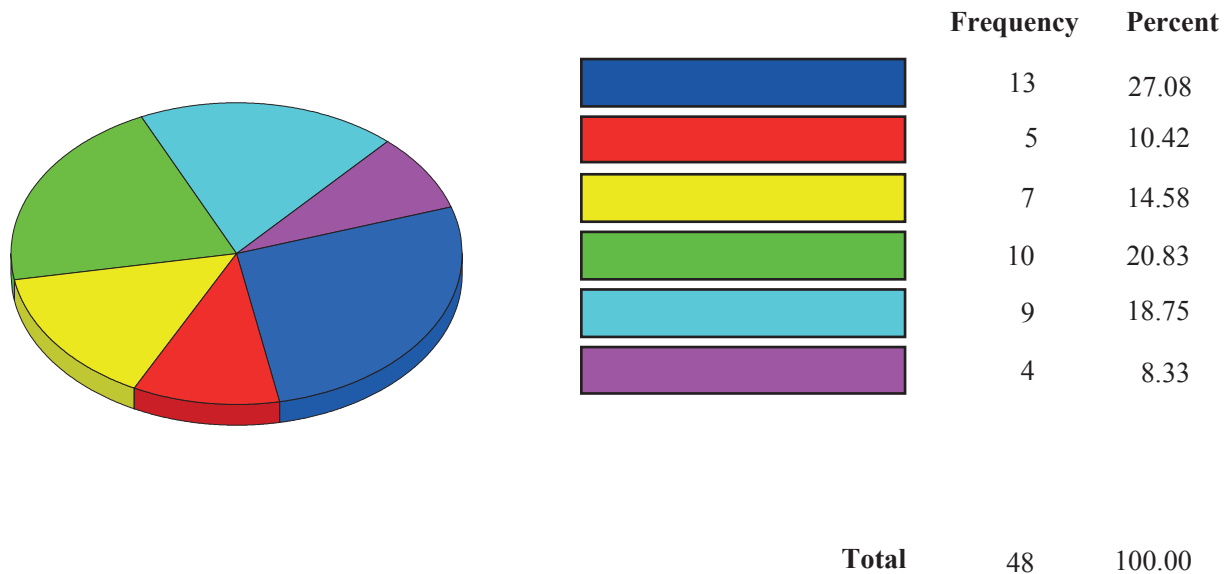


“N/A” responses not included.

Perceived Barriers to Reporting Discrimination

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

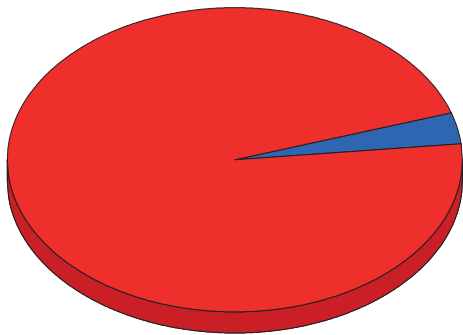
Figure 3. Barriers to Reporting Discrimination



“N/A” responses not included.

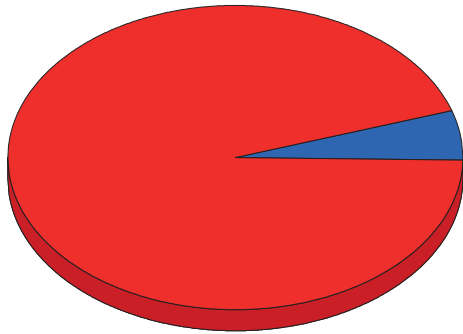
Experiences of Sexual Harassment

MEN



	Frequency	Percent
YES	5	3.38
NO	143	96.62
Total	148	100.00

WOMEN

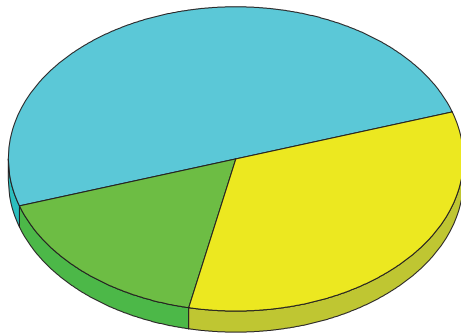


	Frequency	Percent
YES	1	5.26
NO	18	94.74
Total	19	100.00

Actions Taken Following Incident of Sexual Harassment

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

Did you report any of the incidents of sexual harassment to someone in your organization?



	Frequency	Percent
	0	0.00
	0	0.00
	2	33.33
	1	16.67
	3	50.00
Total	6	100.00

Filed formal complaint through EO/EEO representative.

Reported incident through EO/EEO representative.

Reported incident to supervisor/superior.

Confronted individual.

Did not report the incident to anyone.

“N/A” responses not included.

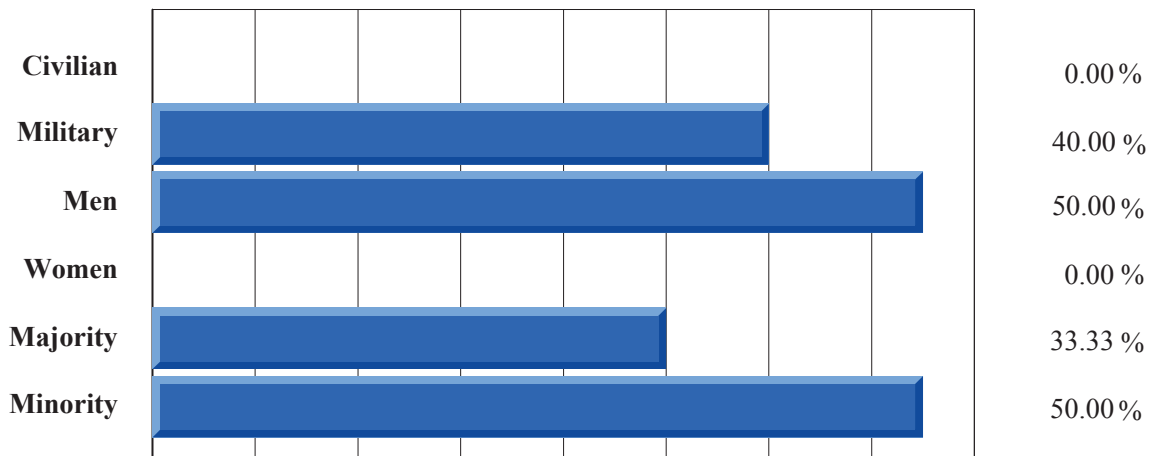
**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or
Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	2	40.00	3	60.00	5	100.00
Men	2	50.00	2	50.00	4	100.00
Women	0	0.00	1	100.00	1	100.00
Majority	1	33.33	2	66.67	3	100.00
Minority	1	50.00	1	50.00	2	100.00

Figure 4. Reported Incident of Sexual Harassment by Demographic Subgroups

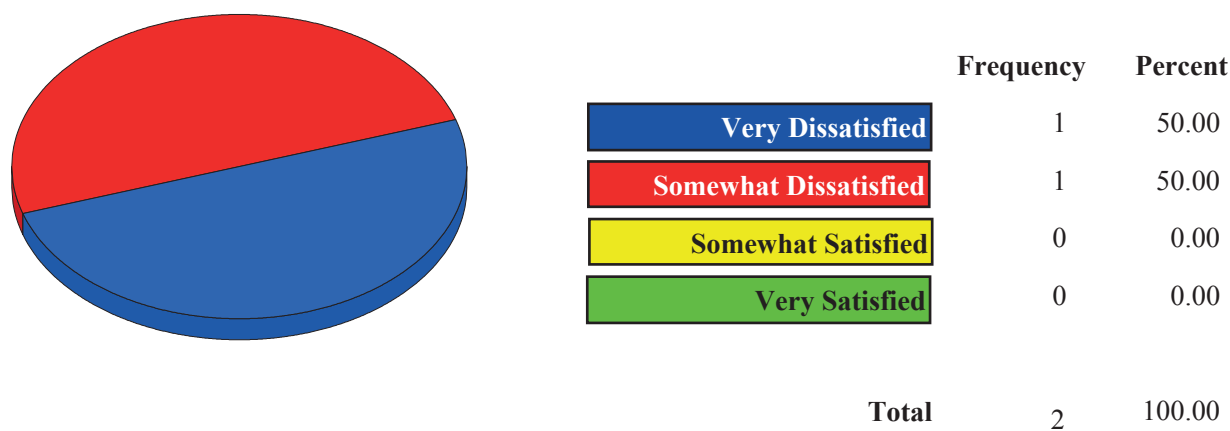


“N/A” responses not included.

Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor

Figure 5. How satisfied are you with how your issue was (or is being) resolved?

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

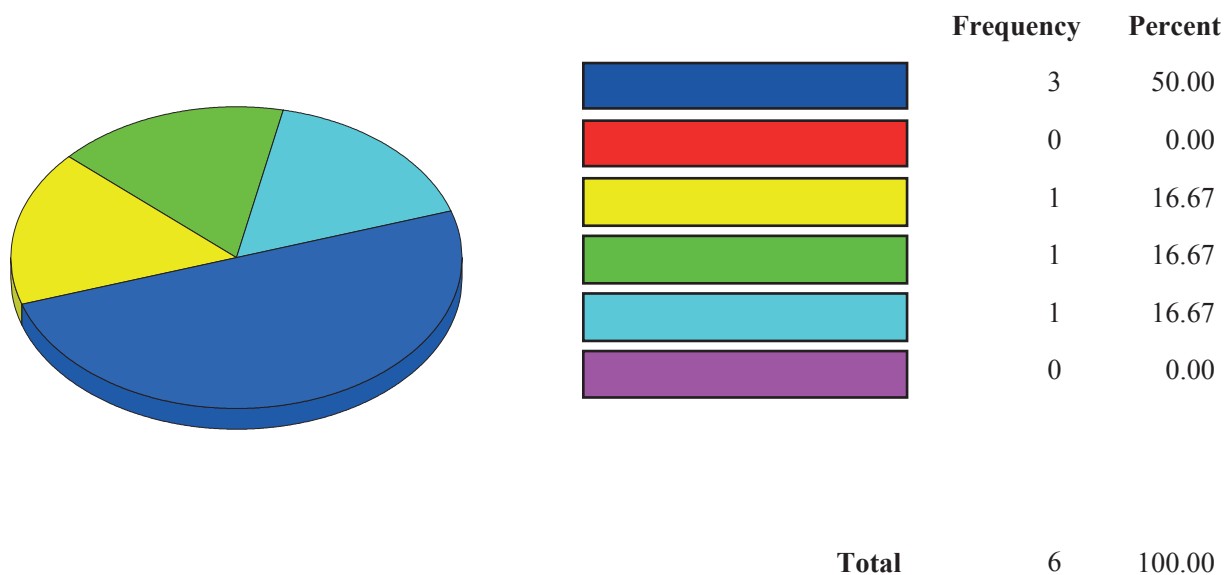


“N/A” responses not included.

Perceived Barriers to Reporting Sexual Harassment

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why. (Mark all that apply)

Figure 6. Barriers to Reporting Sexual Harassment



The incident would not be taken seriously.
The incident would not be believed.
Lack of privacy/confidentiality.
Fear of reprisal.
Lack of support from chain of command.
Other.

“N/A” responses not included.

IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

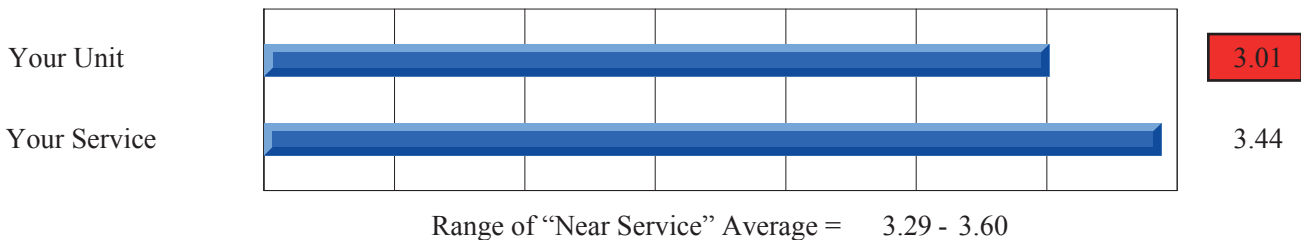
Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.



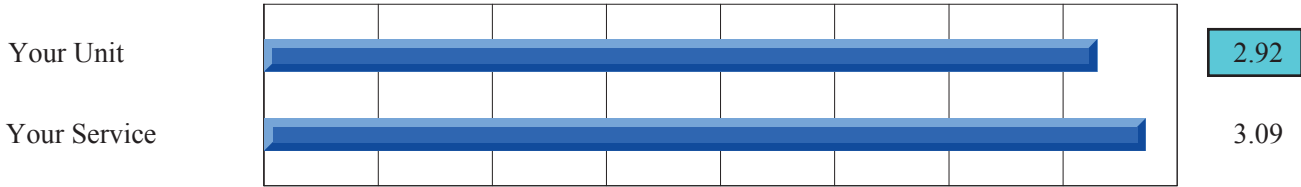
Perceptions of Safety



Chain of Command Support

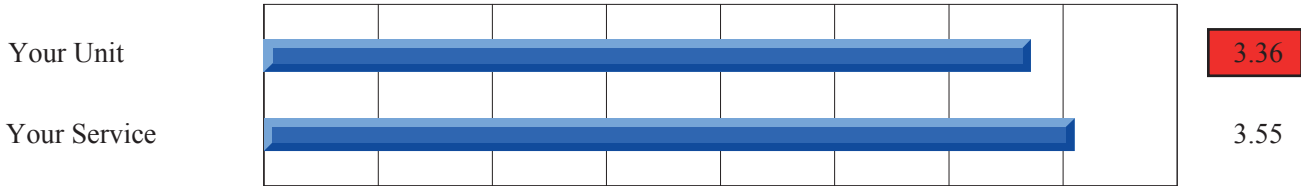


Publicity of SAPR Information



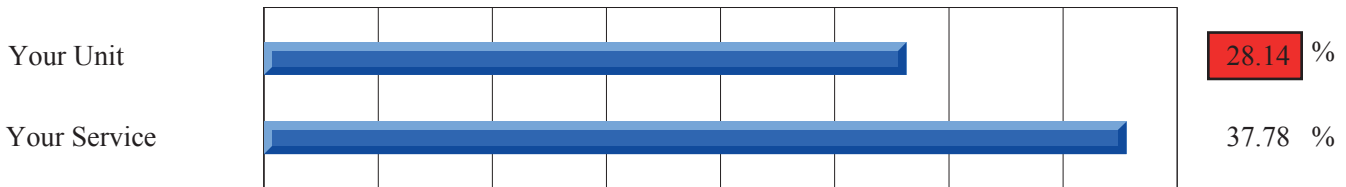
Range of "Near Service" Average = 2.91 - 3.27

Unit Reporting Climate



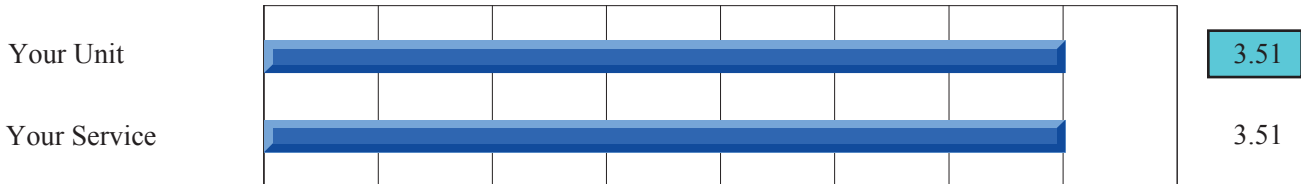
Range of "Near Service" Average = 3.43 - 3.69

Zero Perceived Barriers to Reporting Sexual Assault



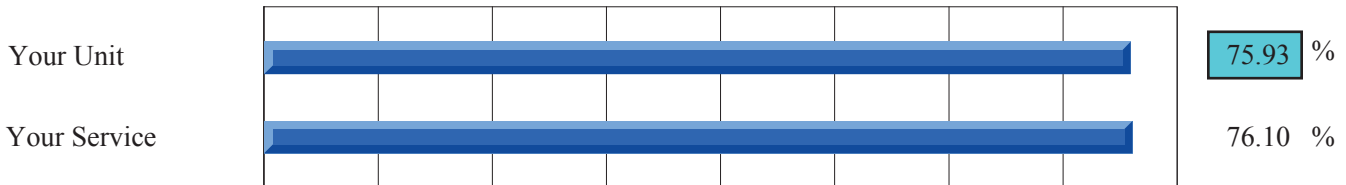
Range of "Near Service" Average = 28.33 - 47.22

Unit Prevention Climate



Range of "Near Service" Average = 3.42 - 3.62

Restricted Reporting Knowledge



Range of "Near Service" Average = 71.20 - 80.99

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Perceptions of Safety

Perceptions of Safety refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very unsafe* combined into "Unsafe." In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Table 3. Respondents' Perceptions of Safety

To what extent do you feel safe from being sexually assaulted where you currently <u>live</u> :	Safe		Unsafe		Total	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	102	97.14	3	2.86	105	100.00
Off-base/post/station	61	98.39	1	1.61	62	100.00
To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u> :	161	96.41	6	3.59	167	100.00

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you currently live?

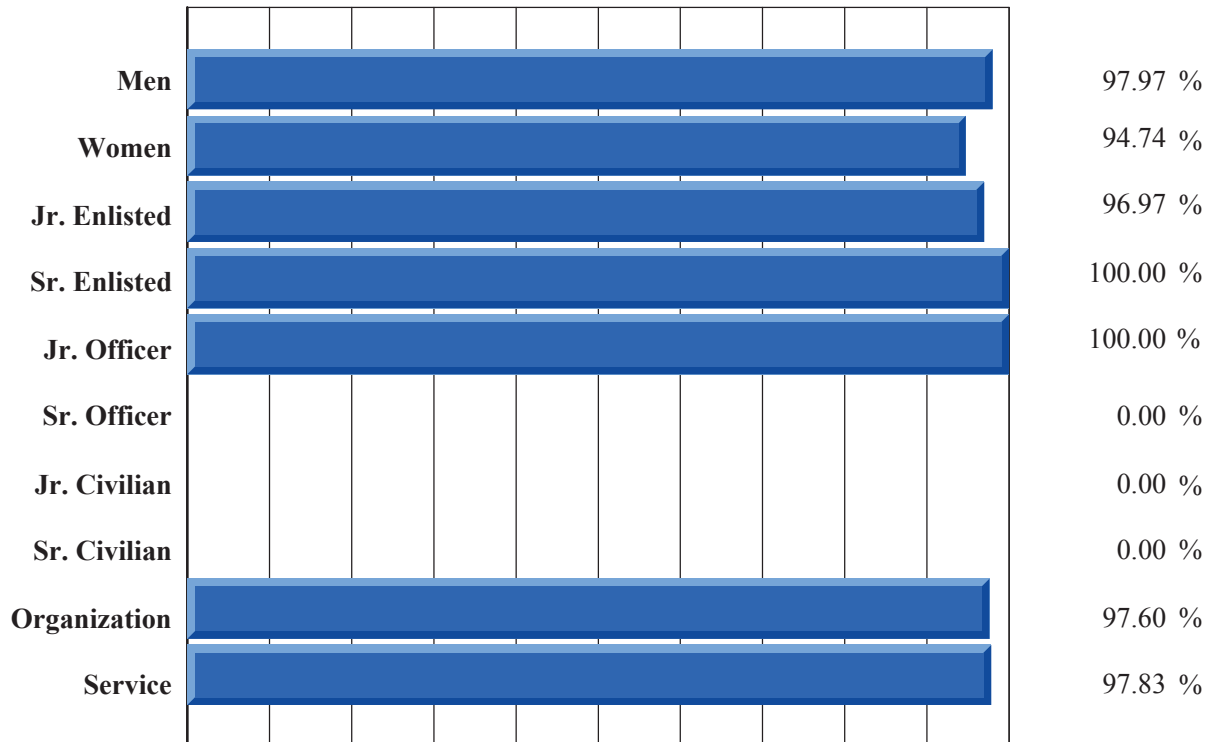
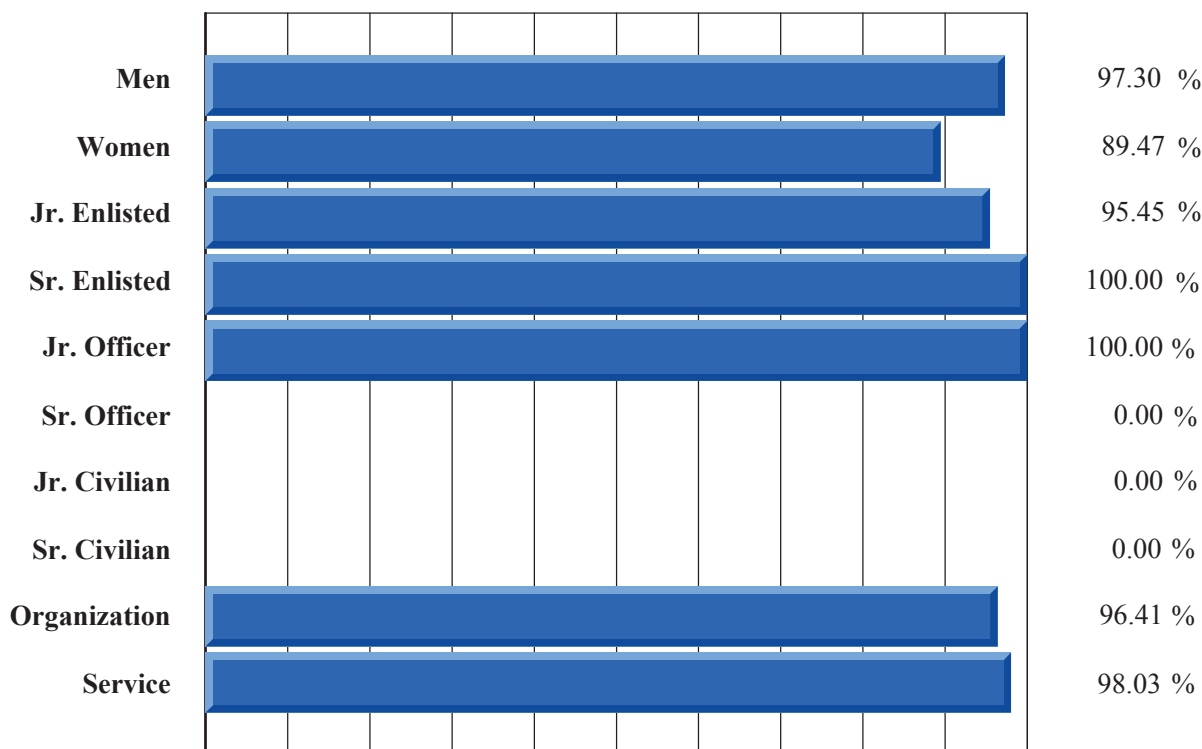


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



Recommendations:

While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

Chain of Command Support

Chain of Command Support refers to members' perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable *Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

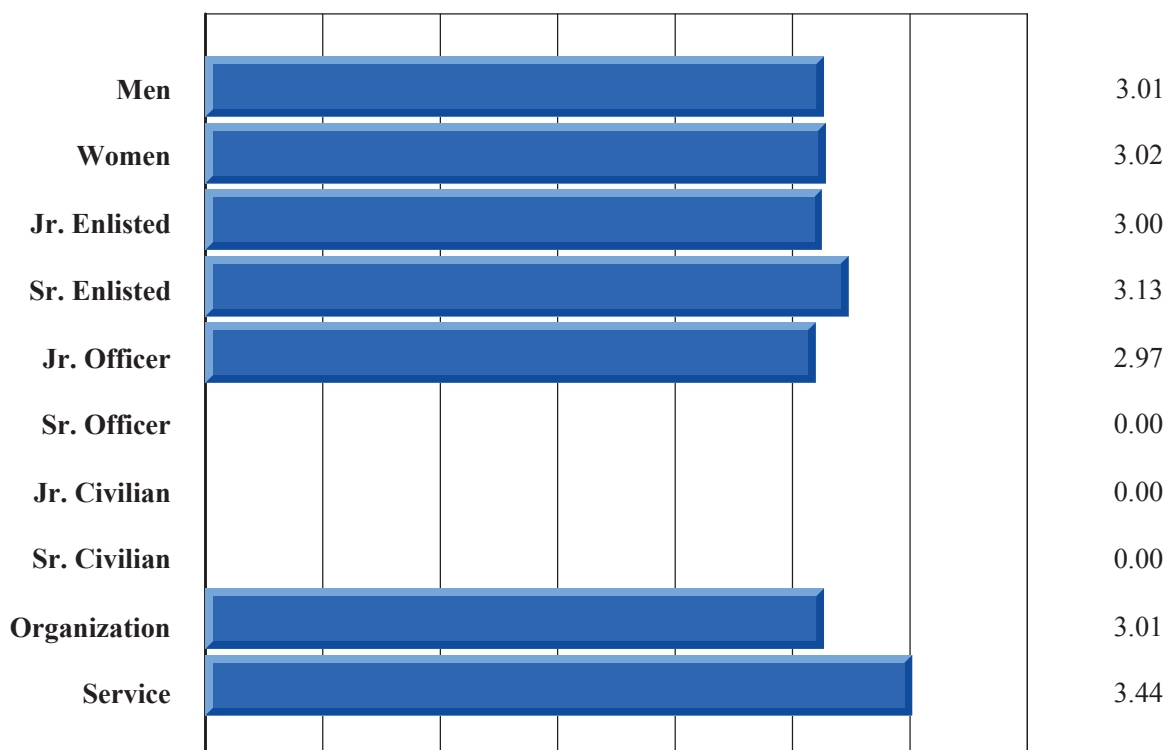
Table 5. Respondents' Perceptions of Chain of Command Support

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	58	34.94	108	65.06	166	100.00
Refrain from sexist comments and behaviors	128	77.11	38	22.89	166	100.00
Actively discourage sexist comments and behaviors	128	77.11	38	22.89	166	100.00
Provide sexual assault prevention and response training that interests and engages you	125	75.30	41	24.70	166	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	143	86.14	23	13.86	166	100.00
Encourage victims to report sexual assault	143	86.14	23	13.86	166	100.00
Create an environment where victims feel comfortable reporting sexual assault	130	78.31	36	21.69	166	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups



Recommendations:

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.
- Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

Additional Resources:

Training materials and discussion guides that can be used in smaller groups are available at www.sapr.mil. Also, follow links on sapr.mil to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

Publicity of SAPR Information

Publicity of SAPR Information refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

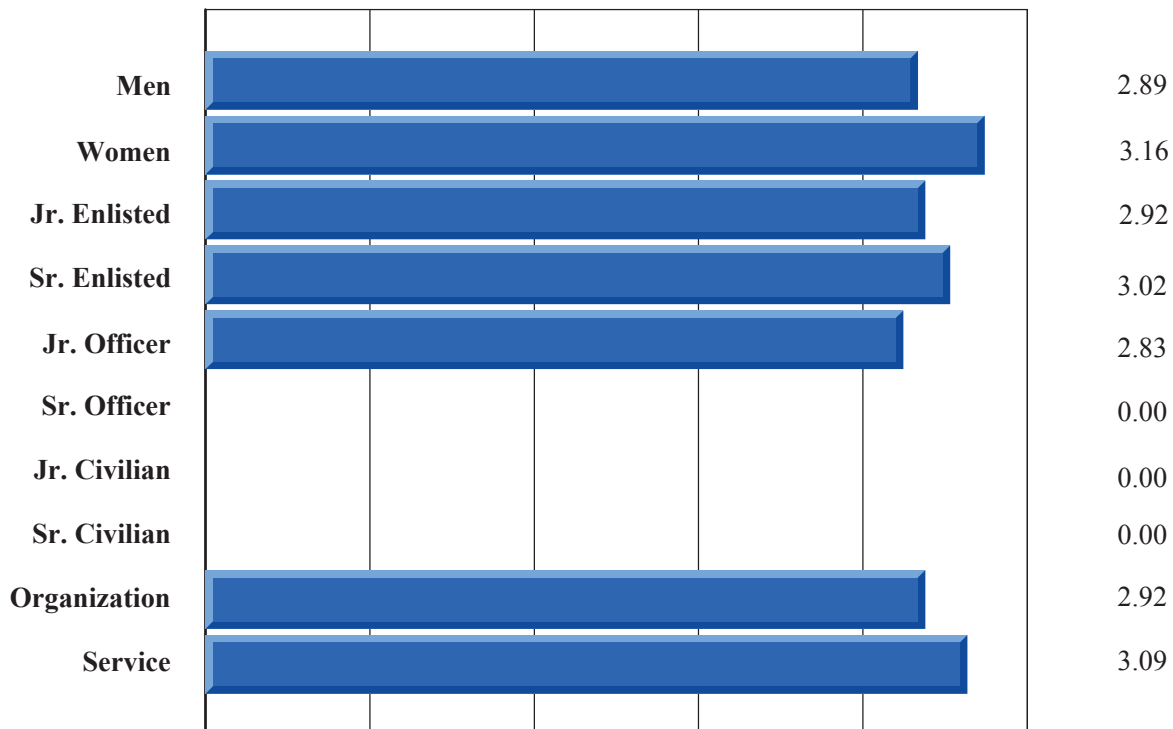
Table 6. Respondents' Perceptions of Publicity of SAPR Information

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service	105	63.25	61	36.75	166	100.00
Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)	131	78.92	35	21.08	166	100.00
Publicize the Restricted (confidential) Reporting option for sexual assault	115	69.28	51	30.72	166	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the three publicity questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 10. Respondents’ Perceptions of Publicity of SAPR Information by Demographic Subgroups



Recommendations:

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Publicize SAPR information to prevent sexual assaults in your unit:
 - Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
 - Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
 - Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline (www.safehelpline.org) as an anonymous, free, and available worldwide 24 hours a day resource.
 - Disseminate policy letters against sexism, sexual harassment, and sexual assault.
- Publicize SAPR information in response to a sexual assault allegation made in your unit:
 - Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
 - Actively discourage rumors and speculation about the allegation.
 - Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
 - To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
 - When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

Additional Resources:

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit www.sapr.mil for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting www.sapr.mil and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit www.safeline.org for outreach materials.

Visit www.deomi.org for sexual assault awareness observance posters.

Unit Reporting Climate

Unit Reporting Climate measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive *Unit Reporting Climate* behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

Table 7. Respondents' Perceptions of Unit Reporting Climate

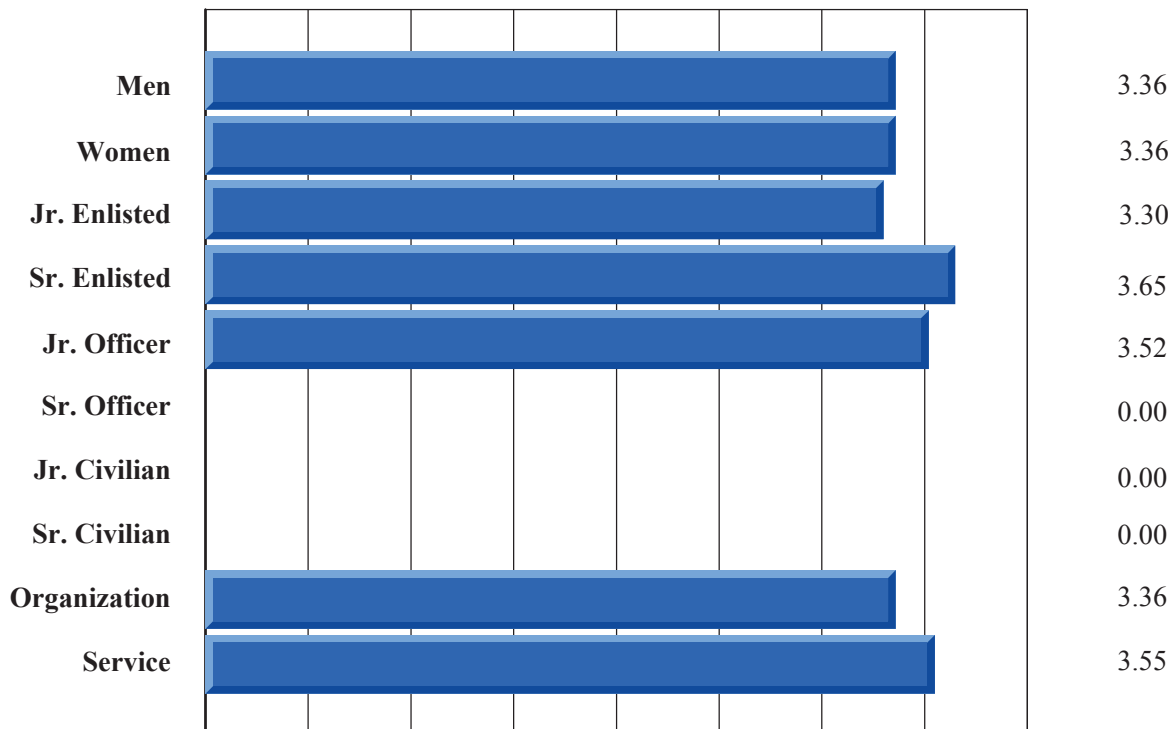
If someone were to report a sexual assault to your current chain of command, how likely is it that:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	150	90.91	15	9.09	165	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	133	80.61	32	19.39	165	100.00
The chain of command would forward the report outside the unit to criminal investigators.	141	85.45	24	14.55	165	100.00
The chain of command would take steps to protect the safety of the person making the report.	144	87.27	21	12.73	165	100.00
The chain of command would support the person making the report.	144	87.27	21	12.73	165	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	148	89.70	17	10.30	165	100.00

Unit members would label the person making the report a troublemaker (*).	120	72.73	45	27.27	165	100.00
Unit members would support the person making the report.	140	84.85	25	15.15	165	100.00
The offender(s) or their associates would retaliate against the person making the report (*).	119	72.12	46	27.88	165	100.00
The career of the person making the report would suffer (*).	116	70.30	49	29.70	165	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups



Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members' willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:
 - Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized.
 - Ensure DoD and Service requirements are met with regard to case progress and updates to victims. DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on their case.
- Maintain a favorable *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:
 - All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
 - Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
 - Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.

- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.
- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

Perceived Barriers to Reporting Sexual Assault

Perceived Barriers to Reporting Sexual Assault refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	59	35.33	108	64.67	167	100.00
Loss of privacy/confidentiality.	65	38.92	102	61.08	167	100.00
Fear of professional retaliation for making the report.	35	20.96	132	79.04	167	100.00
Fear of social retaliation for making the report.	63	37.72	104	62.28	167	100.00
Lack of confidence in the military justice system.	46	27.54	121	72.46	167	100.00
Lack of confidence in the chain of command.	60	35.93	107	64.07	167	100.00
Takes too much time and effort to report.	29	17.37	138	82.63	167	100.00
Not knowing how to make a sexual assault report.	15	8.98	152	91.02	167	100.00
Another reason other than what is provided above.	16	9.58	151	90.42	167	100.00
There are no barriers that would prevent victims from reporting a sexual assault.	47	28.14	120	71.86	167	100.00

Analyzing Responses based on Demographic Subgroups:

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups

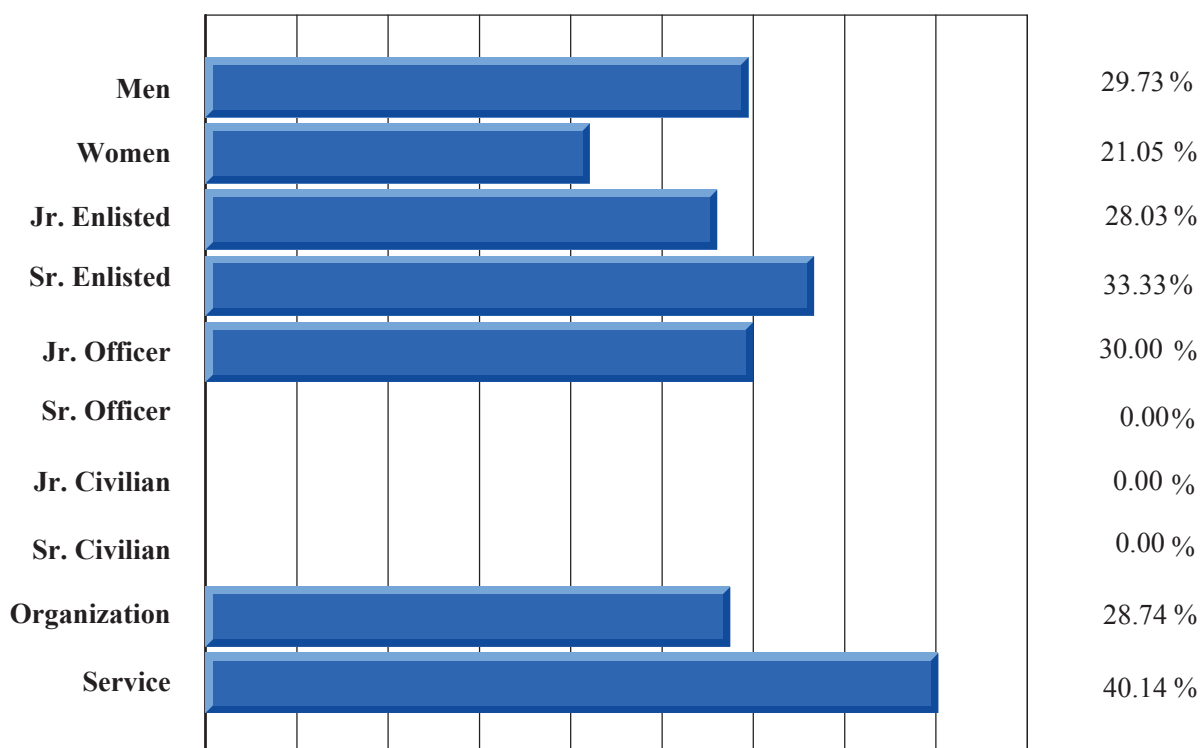


Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups

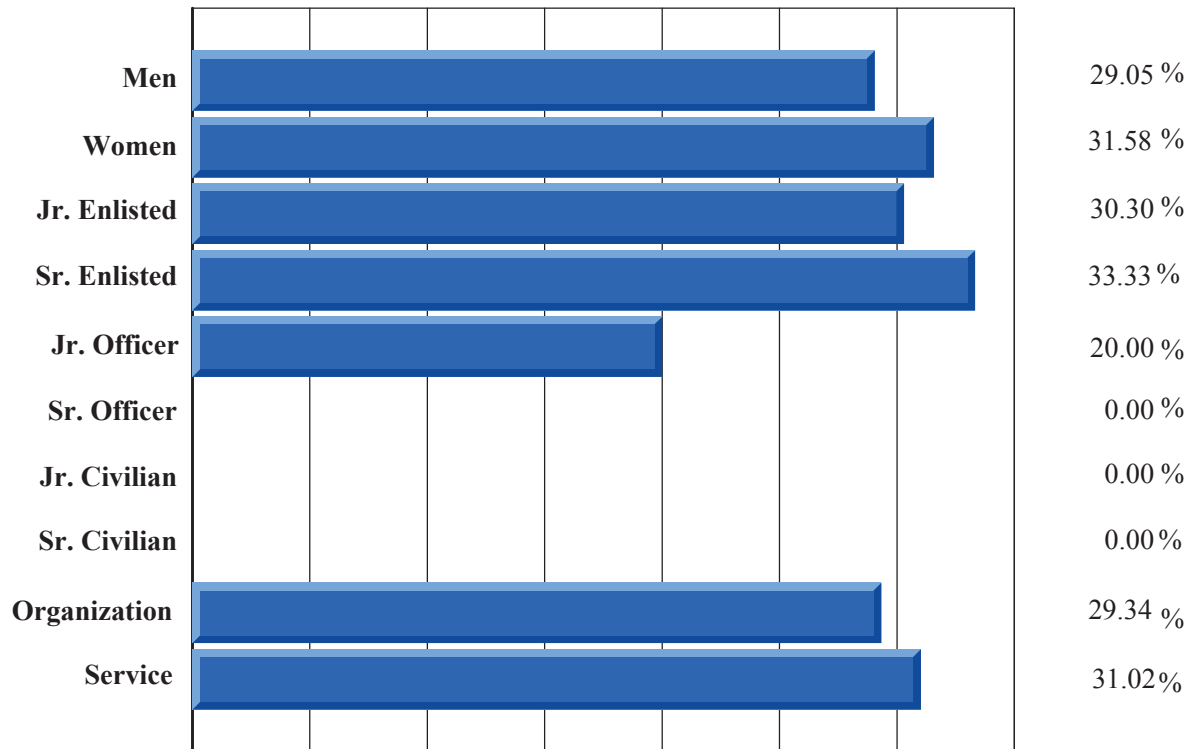
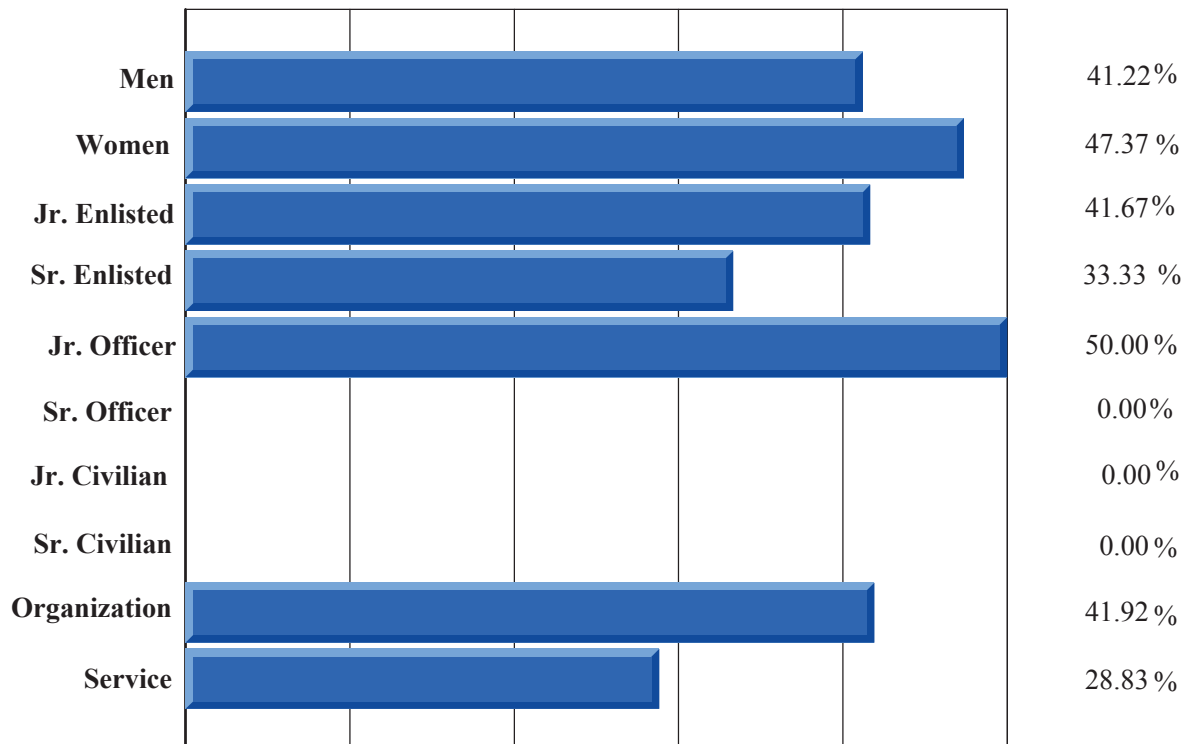


Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups



Recommendations:

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.
- Avoid statements like "zero tolerance" on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero."
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members' trust in your unit's SARC and Victim Advocate (VA).
- As a commander, you can strengthen member's trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

Unit Prevention Climate (Bystander Intervention)

Unit Prevention Climate, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

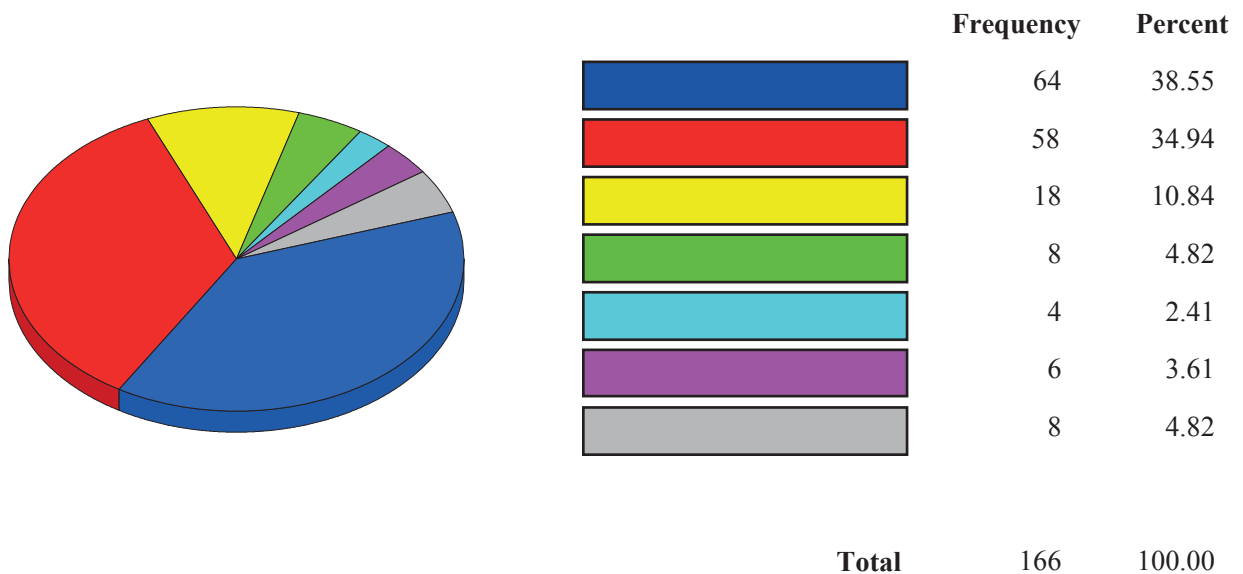
Figure 15. Responses to Bystander Intervention *Action* Question

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?



Figure 16. Responses to Bystander Intervention *Point of Intervention* Question

Imagine you go to a bar with a group of people whom you just met. What is the earliest point at which you would intervene in the following escalating situation? (Select one)



A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.

The senior leader buys a second and third drink for the same person despite his/her repeated objections.

The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.

The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.

You see the senior leader quietly escorting the intoxicated person out of the bar.

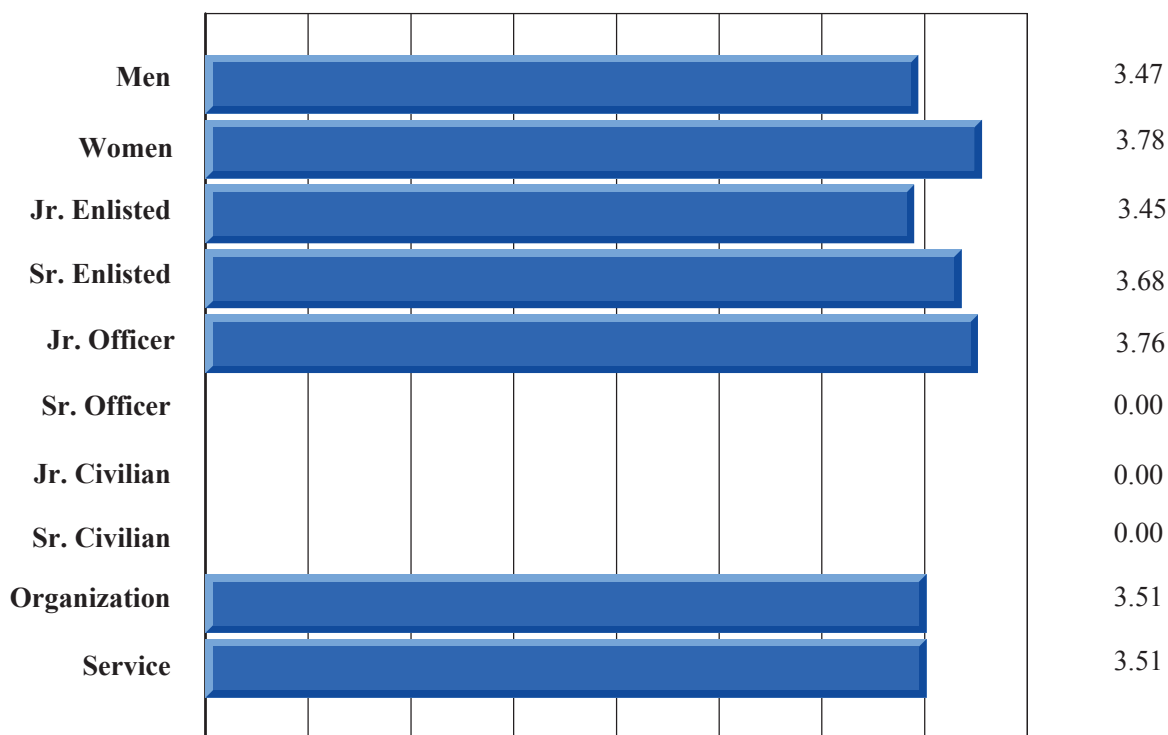
As they leave, the person resists the senior leader and says, "No."

In this scenario, I would not intervene at any point.

Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 17. Unit Prevention Climate Index by Demographic Subgroups

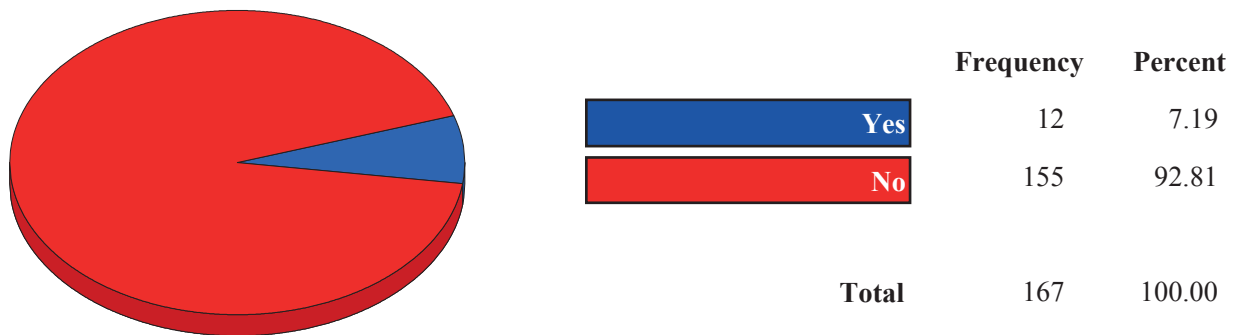


Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents' responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

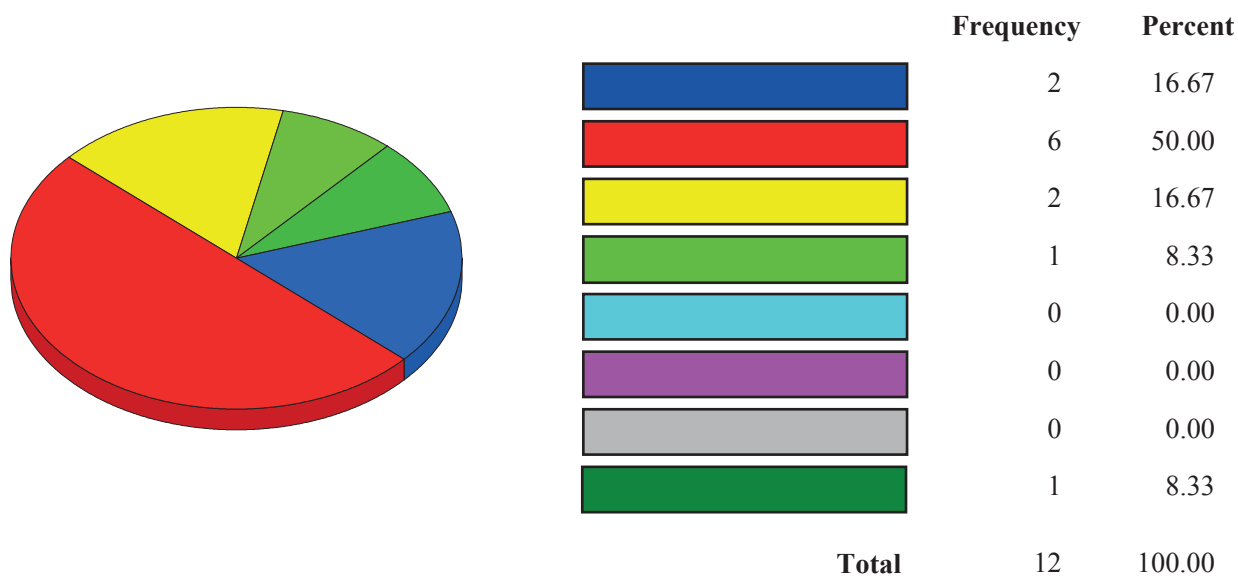
In the past 12 months, I observed a situation that I believe was, or could have led to, a sexual assault.



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

Figure 19. Respondents' Reported Actions Taken Following High Risk Situation

If yes, in response to this situation, select the response that most closely resembles your actions:



I stepped in and separated the people involved in the situation.

I asked the person who appeared to be at risk if they needed help.

I confronted the person who appeared to be causing the situation.

I created a distraction to cause one or more of the people to disengage from the situation.

I asked others to step in as a group and diffuse the situation.

I told someone in a position of authority about the situation.

I considered intervening in the situation, but I could not safely take any action.

I decided to not take action.

Recommendations:

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- Promote bystander intervention by “practicing what you preach.” Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.
- It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
 - o **Assess for safety.** Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
 - o **Be with others.** If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
 - o **Care for the person.** Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

Additional Resources:

Visit www.sapr.mil for Active Bystander Training material.

Restricted Reporting Knowledge

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table) can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

Table 9. Respondents’ Restricted Reporting Knowledge

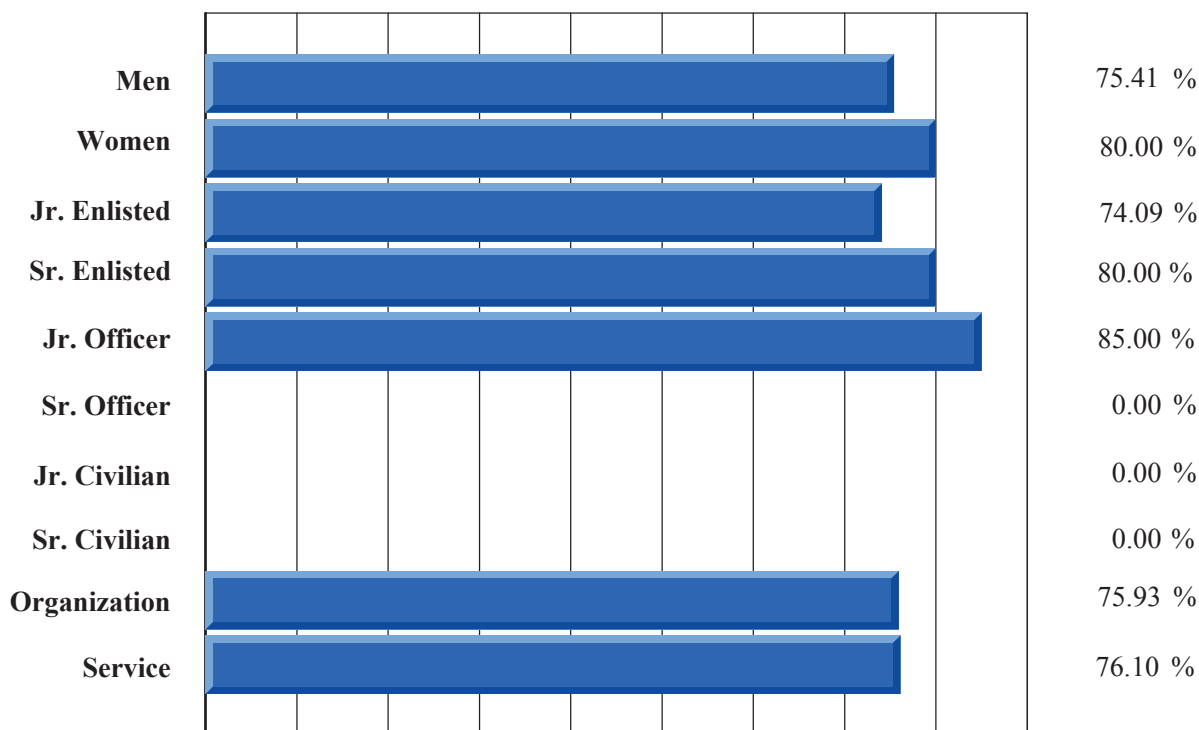
Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexual Assault Response Coordinator	133	80.12	33	19.88	166	100.00
Victim Advocate	133	80.12	33	19.88	166	100.00
Military Service Healthcare Personnel	130	78.31	36	21.69	166	100.00
Anyone in my chain of command	135	81.33	31	18.67	166	100.00
Criminal investigator and Military Police Officer	103	62.05	63	37.95	166	100.00

Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Therefore, the response options for “Military Service Healthcare Personnel” reads “Yes, can take a Restricted Report (assuming state law permits)” and “No, cannot take a Restricted Report in any state.” Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to health care providers.

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit www.sapr.mil for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.59	3.01	2.90	3.34	29.69	3.47	72.50
Majority	3.64	3.03	2.88	3.32	23.33	3.64	81.00
Women	3.37	3.02	3.16	3.36	21.05	3.78	80.00
Men	3.64	3.01	2.89	3.36	29.05	3.47	75.41
Officer	3.92	2.97	2.83	3.52	30.00	3.76	85.00
Enlisted	3.57	3.02	2.93	3.34	27.89	3.47	74.69
Junior Enlisted	3.54	3.00	2.92	3.30	27.27	3.45	74.09
Senior Enlisted	3.80	3.13	3.02	3.65	33.33	3.68	80.00
Junior Officer	3.92	2.97	2.83	3.52	30.00	3.76	85.00
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	3.61	3.01	2.92	3.36	28.14	3.51	75.93
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Organizational Effectiveness Factors

The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Org Commit	Trust in Leader	Org Perform	Org Cohesion	Leader Cohesion	Job Satisfact	Org Process	Diversity Mgt	Help Seeking	Exhaust
Minority	2.39	2.32	2.43	2.48	2.20	2.46	2.44	2.64	2.72	1.97
Majority	2.06	1.96	2.32	2.45	1.96	2.19	2.41	2.54	2.53	1.83
Women	1.86	1.88	2.34	2.36	2.05	2.18	2.21	2.45	2.35	1.86
Men	2.21	2.09	2.33	2.43	2.06	2.29	2.40	2.55	2.64	1.86
Officer	2.23	2.00	2.41	2.44	2.17	2.16	2.49	2.38	2.42	1.68
Enlisted	2.16	2.07	2.32	2.42	2.04	2.29	2.36	2.56	2.63	1.88
Junior Enlisted	2.13	2.05	2.32	2.41	2.04	2.26	2.35	2.56	2.65	1.85
Senior Enlisted	2.47	2.24	2.37	2.55	2.02	2.52	2.43	2.57	2.51	2.11
Junior Officer	2.23	2.00	2.41	2.44	2.17	2.16	2.49	2.38	2.42	1.68
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.17	2.06	2.33	2.42	2.06	2.27	2.37	2.54	2.61	1.86
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	Sexist Behavior	Sexual Harass	Sex Discrim	Racist Behavior	Disabil Discrim	Racial Discrim	Age Discrim	Religious Discrim	Demean Behavior	Hazing Behavior
Minority	2.82	3.07	2.85	2.83	0.00	2.93	0.00	3.17	2.67	3.29
Majority	2.84	3.08	2.84	2.96	0.00	3.09	0.00	3.16	2.66	3.30
Women	2.56	3.00	2.67	2.86	0.00	2.96	0.00	3.12	2.61	3.19
Men	2.91	3.12	2.82	2.95	0.00	2.97	0.00	3.16	2.64	3.24
Officer	2.83	3.17	2.93	3.07	0.00	3.10	0.00	3.08	2.70	3.30
Enlisted	2.87	3.10	2.79	2.92	0.00	2.95	0.00	3.17	2.63	3.22
Junior Enlisted	2.85	3.10	2.77	2.91	0.00	2.95	0.00	3.18	2.60	3.22
Senior Enlisted	3.02	3.09	3.00	3.02	0.00	3.02	0.00	3.04	2.91	3.20
Junior Officer	2.83	3.17	2.93	3.07	0.00	3.10	0.00	3.08	2.70	3.30
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Military	2.87	3.11	2.81	2.94	0.00	2.97	0.00	3.16	2.64	3.23
Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Red = Below Service Average

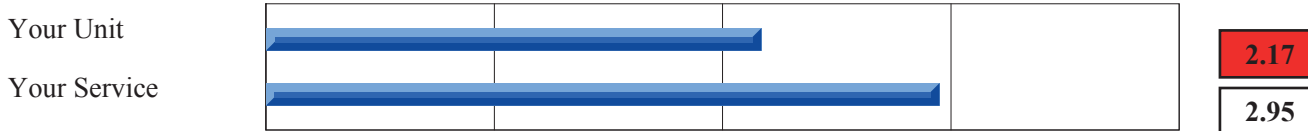
Blue = Near Service Average

Green = Above Service Average

VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.

Organizational Commitment



Range of "Near Service" Average = 2.76 - 3.15

Trust in Leadership



Range of "Near Service" Average = 2.63 - 3.05

Organizational Performance



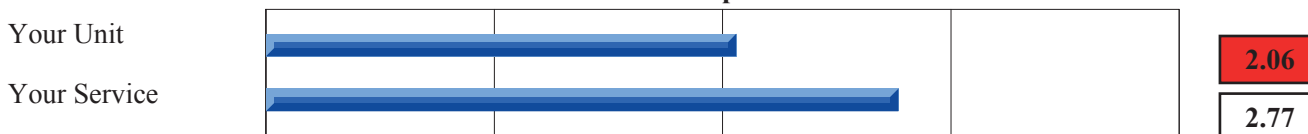
Range of "Near Service" Average = 2.73 - 3.06

Organizational Cohesion



Range of "Near Service" Average = 2.72 - 3.08

Leadership Cohesion



Range of "Near Service" Average = 2.57 - 2.99

Job Satisfaction



Range of "Near Service" Average = 2.71 - 3.11

Red = Below Service Average

Blue = Near Service Average

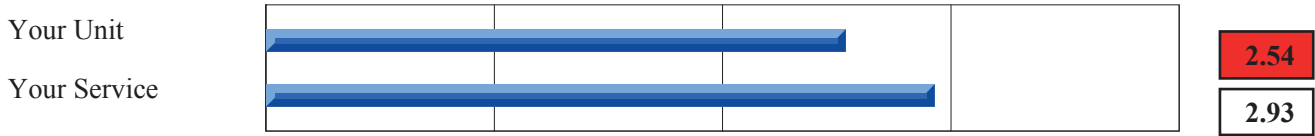
Green = Above Service Average

Organizational Processes



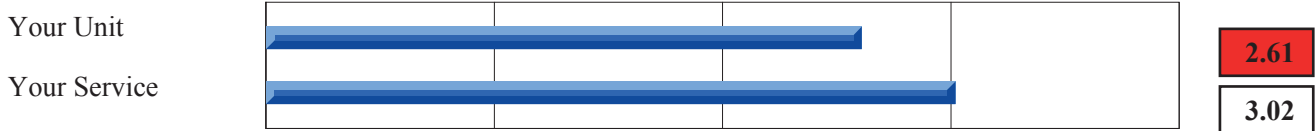
Range of "Near Service" Average = 2.70 - 3.04

Diversity Management



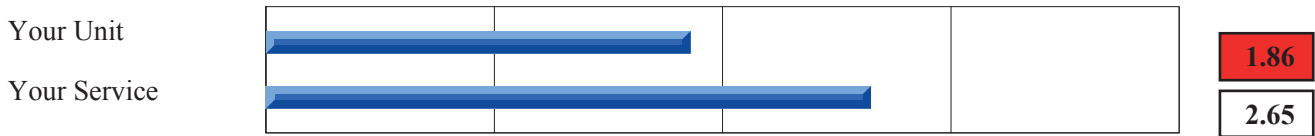
Range of "Near Service" Average = 2.79 - 3.09

Help Seeking Behaviors



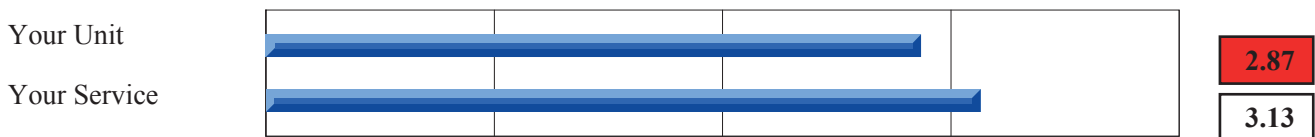
Range of "Near Service" Average = 2.91 - 3.13

Exhaustion



Range of "Near Service" Average = 2.44 - 2.88

Sexist Behaviors



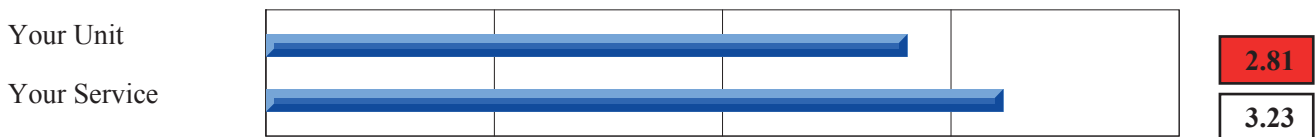
Range of "Near Service" Average = 2.96 - 3.29

Sexual Harassment



Range of "Near Service" Average = 3.16 - 3.38

Sex Discrimination



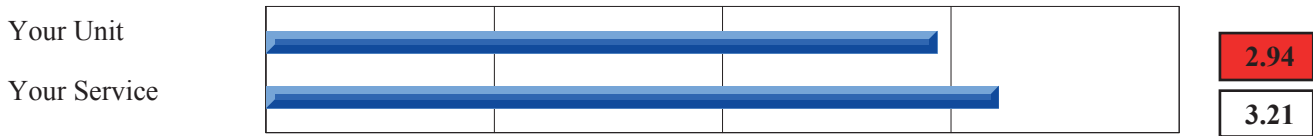
Range of "Near Service" Average = 3.09 - 3.37

Red = Below Service Average

Blue = Near Service Average

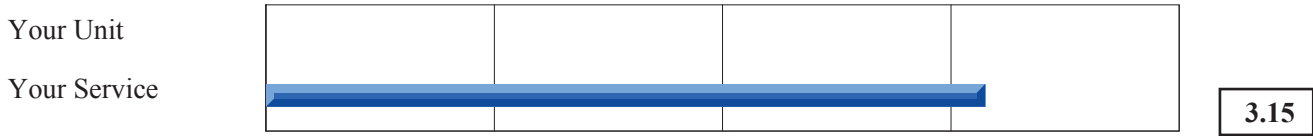
Green = Above Service Average

Racist Behaviors



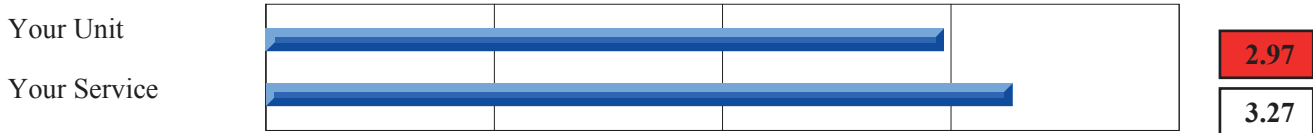
Range of "Near Service" Average = 3.03 - 3.37

Disability Discrimination



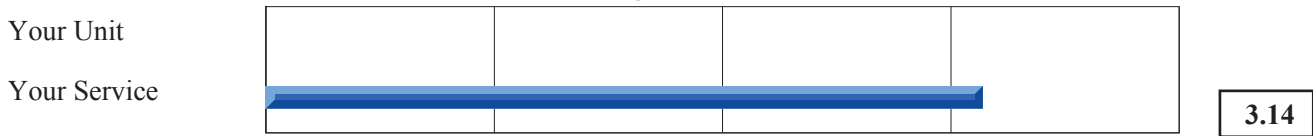
Range of "Near Service" Average = 3.00 - 3.29

Racial Discrimination



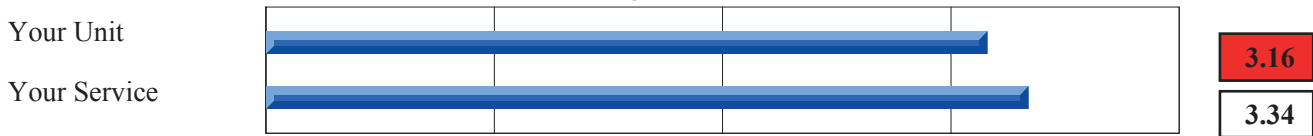
Range of "Near Service" Average = 3.14 - 3.39

Age Discrimination



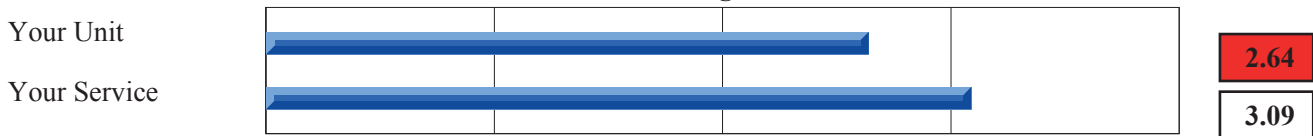
Range of "Near Service" Average = 3.00 - 3.29

Religious Discrimination



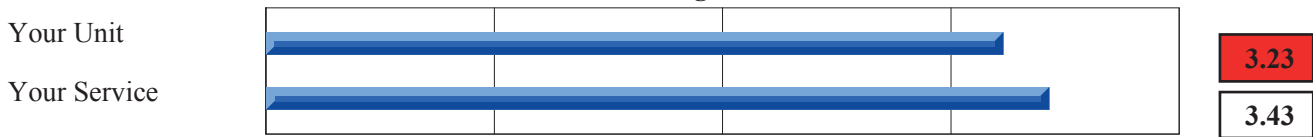
Range of "Near Service" Average = 3.25 - 3.43

Demeaning Behaviors



Range of "Near Service" Average = 2.92 - 3.26

Hazing Behaviors



Range of "Near Service" Average = 3.31 - 3.56

Red = Below Service Average

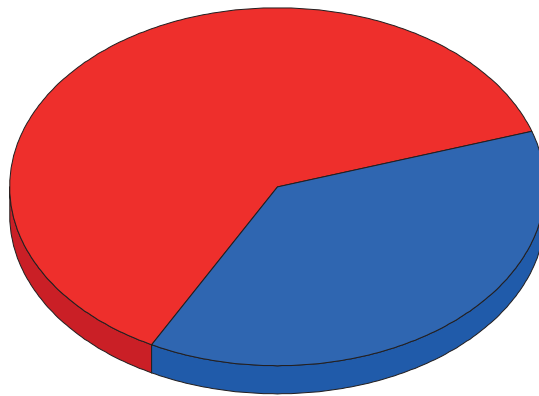
Blue = Near Service Average

Green = Above Service Average

VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

Organizational Commitment

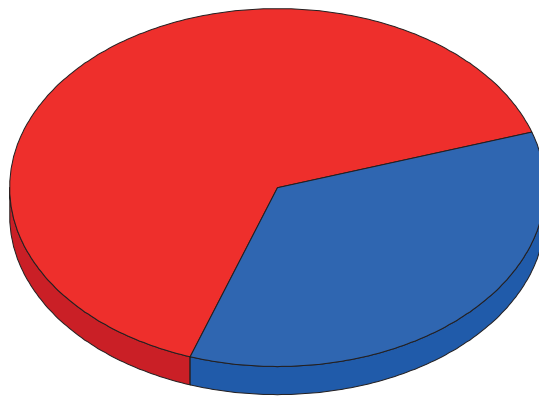
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the mission of my organization.	77	46.67	88	53.33	165	100.00
I feel a strong sense of belonging to this organization.	56	33.94	109	66.06	165	100.00
I am proud to tell others that I belong to this organization.	54	32.73	111	67.27	165	100.00
Overall Average	187	37.78	308	62.22	495	100.00



Favorable	37.78
Unfavorable	62.22

Trust in Leadership

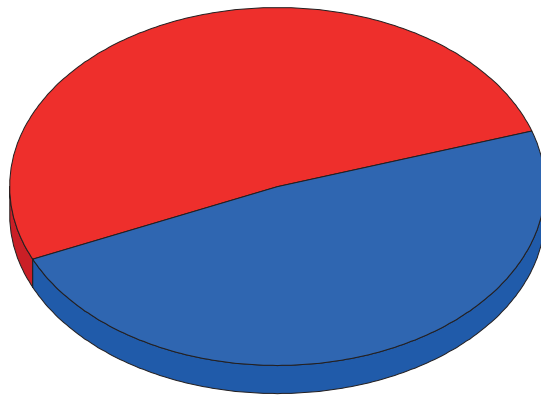
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	52	31.52	113	68.48	165	100.00
I trust that my organization's leadership will represent my best interests.	41	24.85	124	75.15	165	100.00
I trust that my organization's leadership will support my career advancement.	82	49.70	83	50.30	165	100.00
Overall Average	175	35.35	320	64.65	495	100.00



Favorable	35.35
Unfavorable	64.65

Organizational Performance

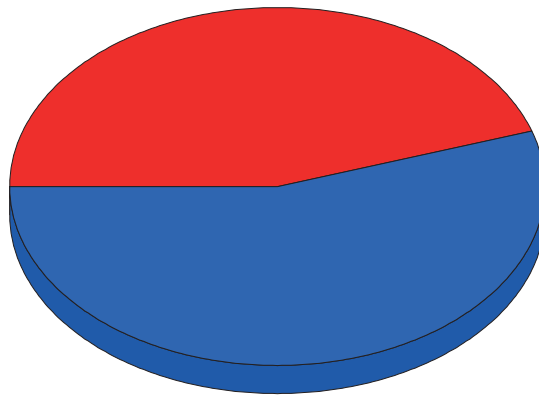
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	64	38.79	101	61.21	165	100.00
My organization's performance, compared to similar organizations, is high.	82	49.70	83	50.30	165	100.00
My organization makes good use of available resources to accomplish its mission.	93	56.36	72	43.64	165	100.00
All members of my organization make valuable contributions to completing tasks.	80	48.48	85	51.52	165	100.00
Overall	319	48.33	341	51.67	660	100.00



Favorable	48.33
Unfavorable	51.67

Organizational Cohesion

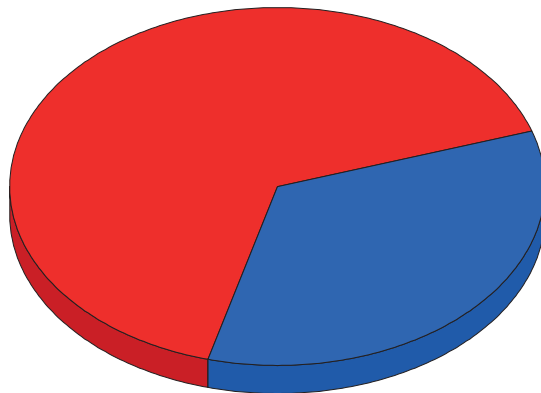
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	56	33.94	109	66.06	165	100.00
Members support each other to get the job done.	111	67.27	54	32.73	165	100.00
Members work well together as a team.	98	59.39	67	40.61	165	100.00
Members look out for each other's welfare.	98	59.39	67	40.61	165	100.00
Overall	363	55.00	297	45.00	660	100.00



Favorable	55.00
Unfavorable	45.00

Leadership Cohesion

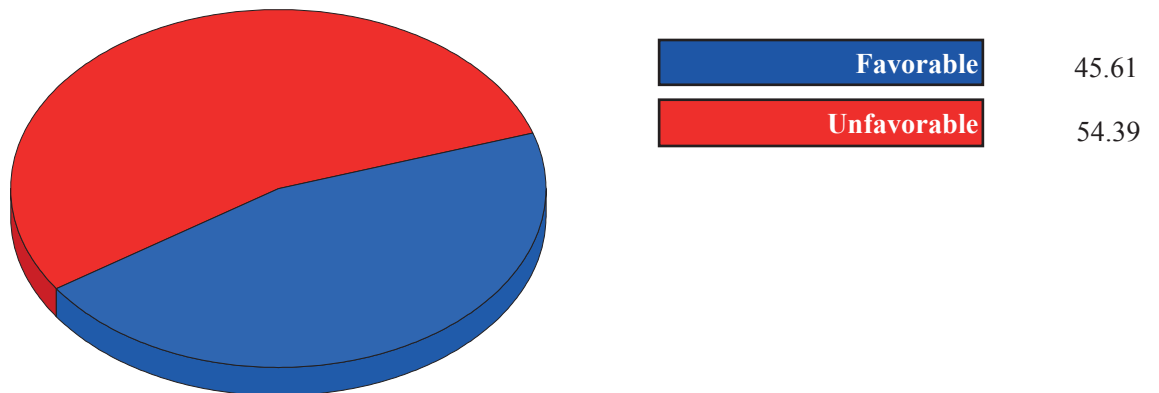
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders in my organization work well together as a team.	46	27.88	119	72.12	165	100.00
Leaders in my organization communicate well with each other.	32	19.39	133	80.61	165	100.00
Leaders in my organization support each other to get the job done.	64	38.79	101	61.21	165	100.00
Leaders in my organization are consistent in enforcing policies.	83	50.30	82	49.70	165	100.00
Overall	225	34.09	435	65.91	660	100.00



Favorable	34.09
Unfavorable	65.91

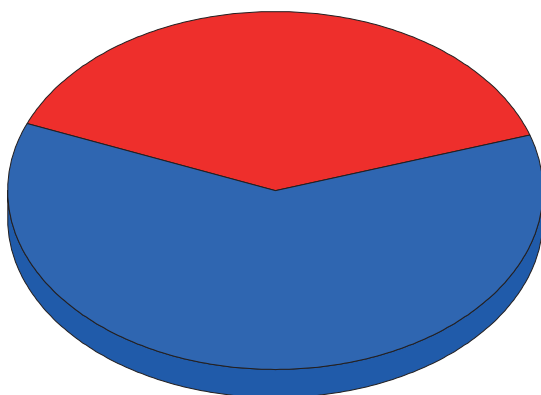
Job Satisfaction

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I like my job.	99	60.00	66	40.00	165	100.00
Most days I am enthusiastic about my work.	57	34.55	108	65.45	165	100.00
I feel satisfied with my present job.	73	44.24	92	55.76	165	100.00
I find real enjoyment in my work.	72	43.64	93	56.36	165	100.00
Overall	301	45.61	359	54.39	660	100.00



Diversity Management

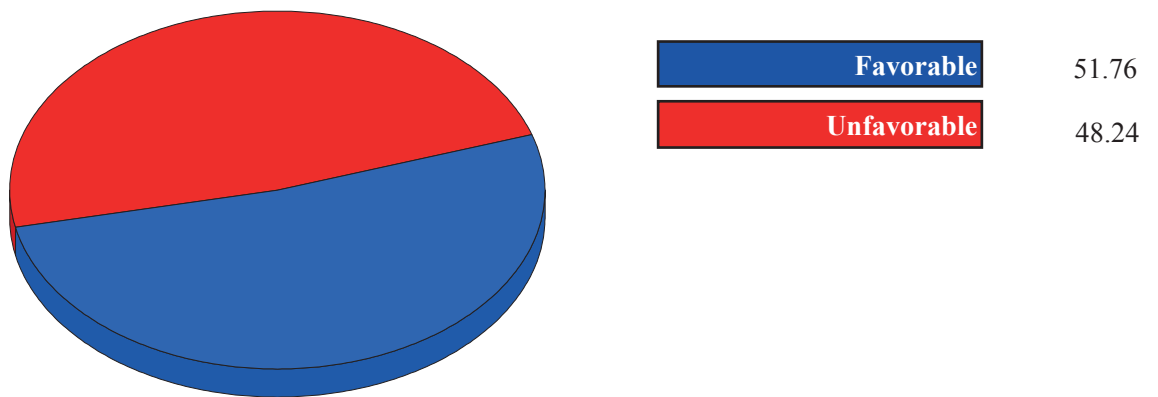
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	123	74.55	42	25.45	165	100.00
Members have access to a mentoring program.	120	72.73	45	27.27	165	100.00
Members' skills and other attributes are taken into account when assigning tasks.	89	53.94	76	46.06	165	100.00
Efforts are made to make everyone feel like part of the team.	72	43.64	93	56.36	165	100.00
Overall	404	61.21	256	38.79	660	100.00



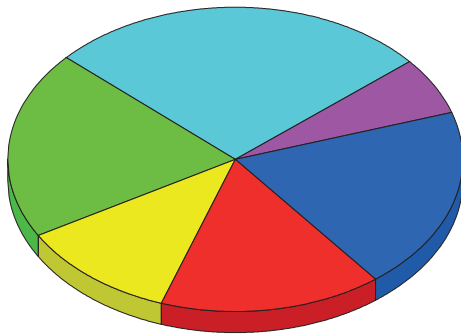
Favorable	61.21
Unfavorable	38.79

Organizational Processes

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	53	32.12	112	67.88	165	100.00
Programs are in place to address members' concerns.	98	59.39	67	40.61	165	100.00
Decisions are made after reviewing relevant information.	67	40.61	98	59.39	165	100.00
Relevant job information is shared among members.	90	54.55	75	45.45	165	100.00
Personnel are accountable for their behavior.	119	72.12	46	27.88	165	100.00
Overall	427	51.76	398	48.24	825	100.00



What best describes your career intentions?



	Frequency	Percent
	32	19.39
	26	15.76
	19	11.52
	33	20.00
	45	27.27
	10	6.06
Total	165	100.00

Definitely stay.

Probably stay.

Stay next several years.

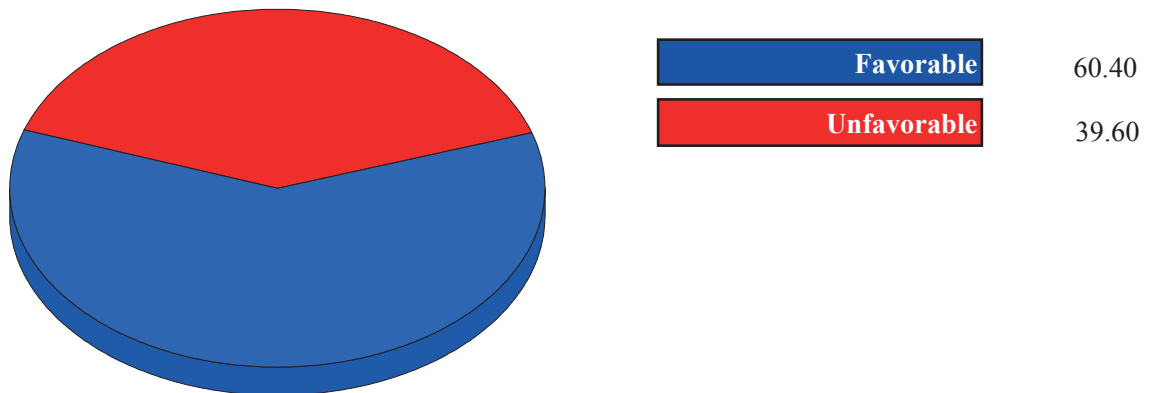
Probably leave after current obligation.

Definitely leave after completion of current obligation.

N/A.

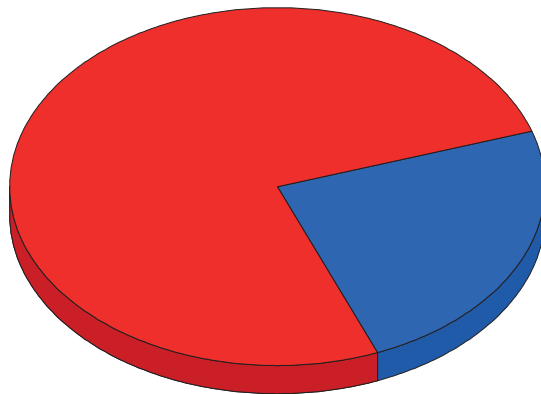
Help Seeking Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	103	62.42	62	37.58	165	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	116	70.30	49	29.70	165	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	80	48.48	85	51.52	165	100.00
Overall	299	60.40	196	39.60	495	100.00



Exhaustion

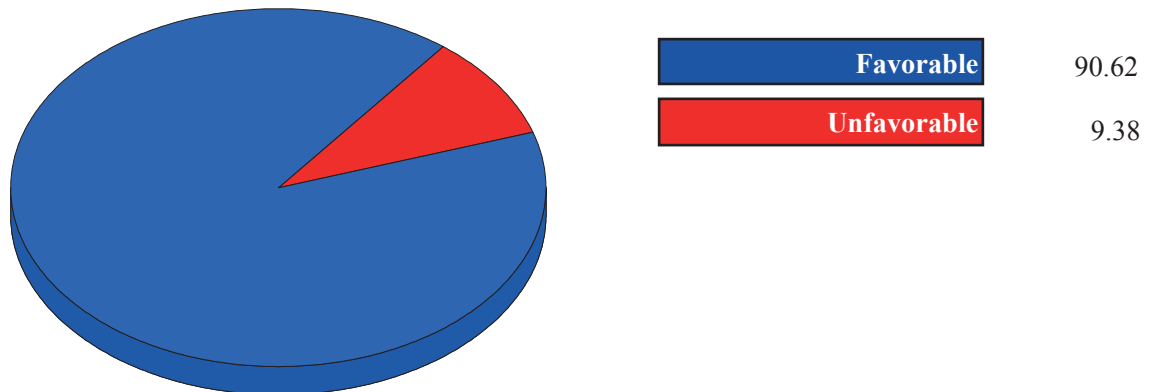
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	26	15.76	139	84.24	165	100.00
I feel physically worn out.	54	32.73	111	67.27	165	100.00
I feel emotionally worn out.	38	23.03	127	76.97	165	100.00
Overall	118	23.84	377	76.16	495	100.00



Favorable	23.84
Unfavorable	76.16

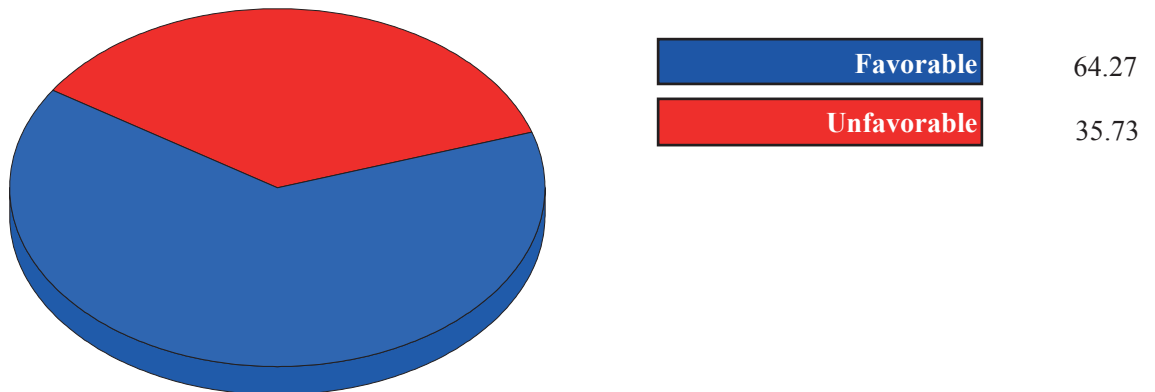
Hazing Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	149	89.22	18	10.78	167	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	151	90.42	16	9.58	167	100.00
To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.	154	92.22	13	7.78	167	100.00
Overall Average	454	90.62	47	9.38	501	100.00

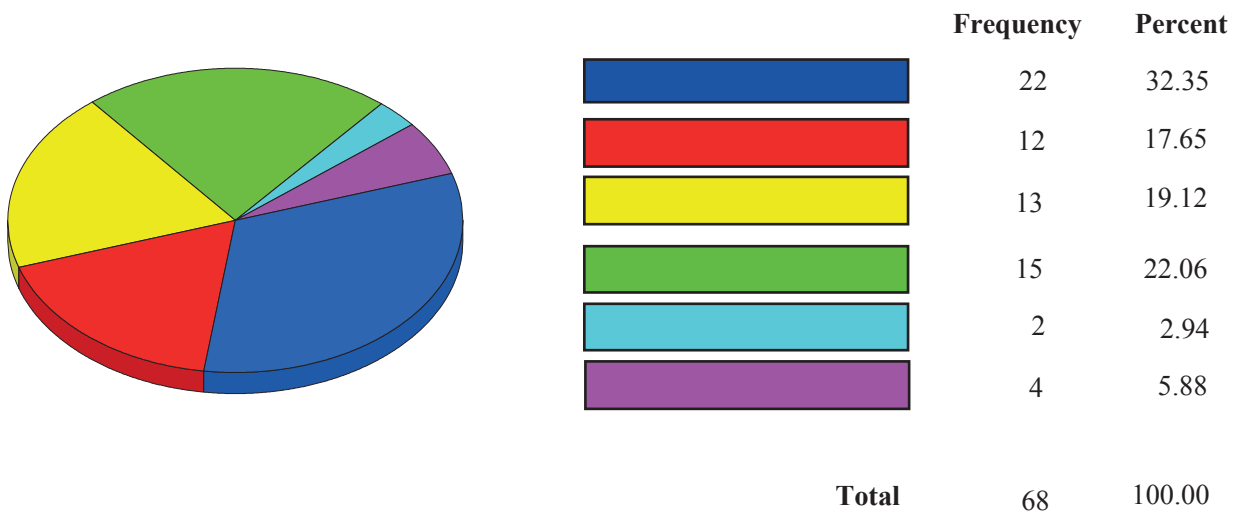


Demeaning Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Certain members are purposely excluded from social work group activities.	128	76.65	39	23.35	167	100.00
Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.	73	43.71	94	56.29	167	100.00
Certain members are excessively teased to the point where they are unable to defend themselves.	121	72.46	46	27.54	167	100.00
Overall	322	64.27	179	35.73	501	100.00

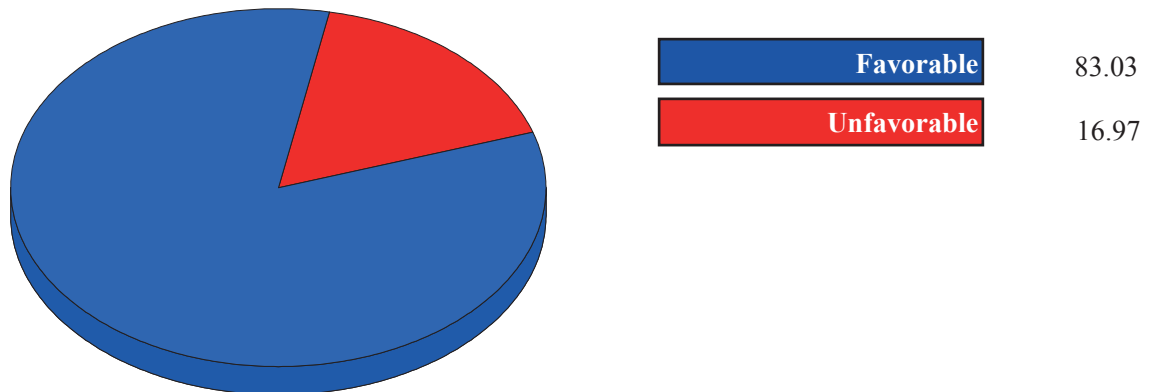


In what way or ways do you perceive favoritism is being displayed?



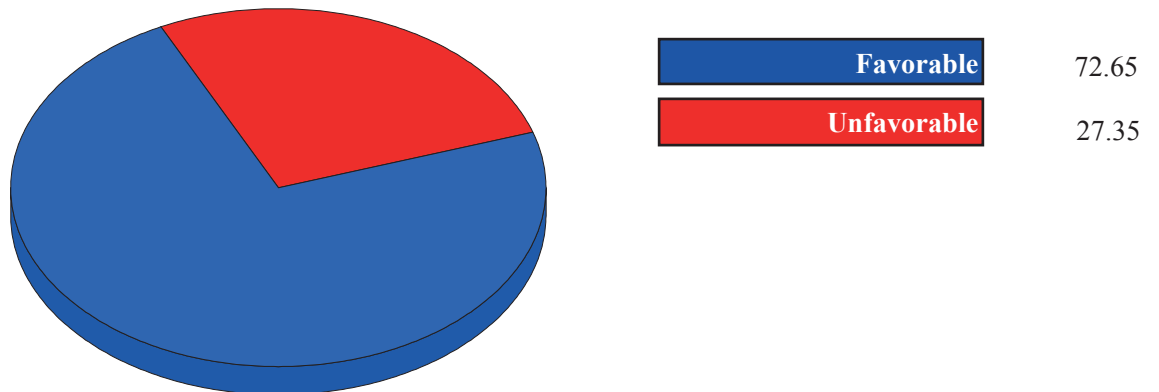
Racial Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	134	80.24	33	19.76	167	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	134	80.24	33	19.76	167	100.00
Qualified personnel of all races/ethnicities can expect the same training opportunities.	148	88.62	19	11.38	167	100.00
Overall	416	83.03	85	16.97	501	100.00



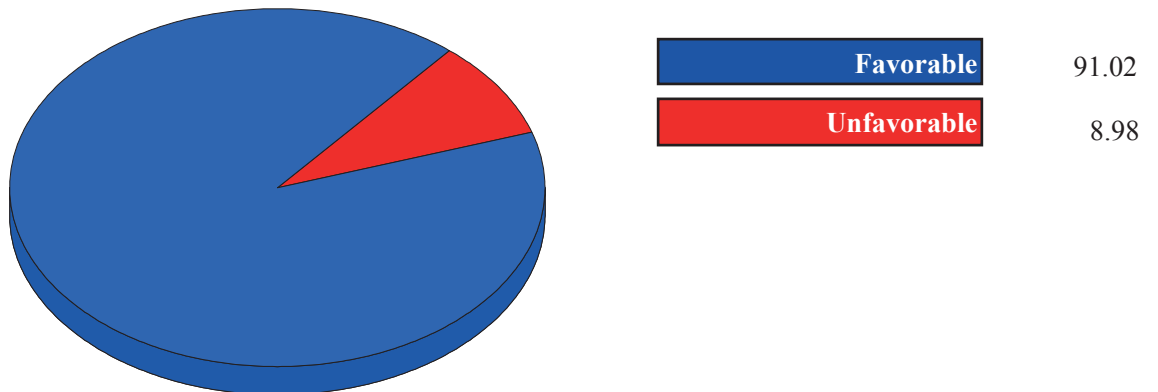
Sex Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	114	68.26	53	31.74	167	100.00
Qualified members of both genders can expect similar job assignments.	119	71.26	48	28.74	167	100.00
Qualified members of both genders can expect the same training opportunities.	131	78.44	36	21.56	167	100.00
Overall	364	72.65	137	27.35	501	100.00



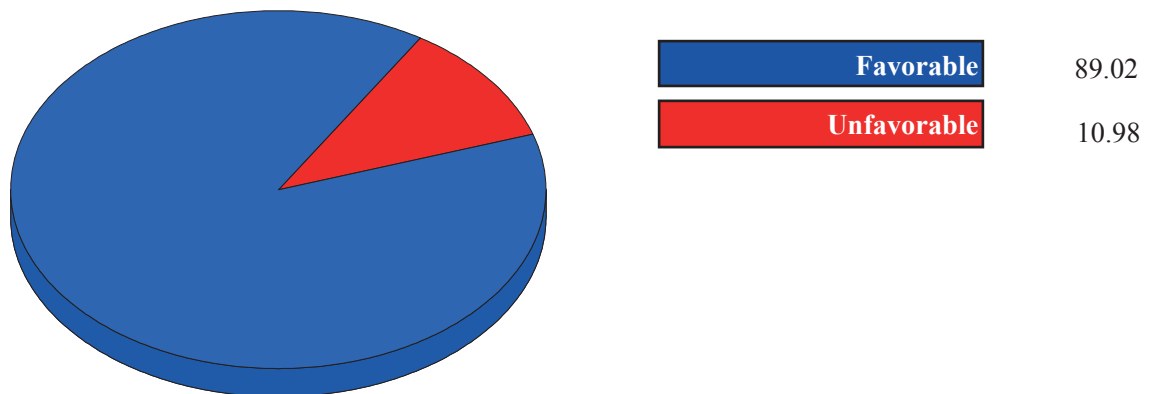
Religious Discrimination

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	158	94.61	9	5.39	167	100.00
Leaders do not publicly endorse a particular religion.	144	86.23	23	13.77	167	100.00
Qualified personnel of all religions can expect the same training opportunities.	154	92.22	13	7.78	167	100.00
Overall	456	91.02	45	8.98	501	100.00



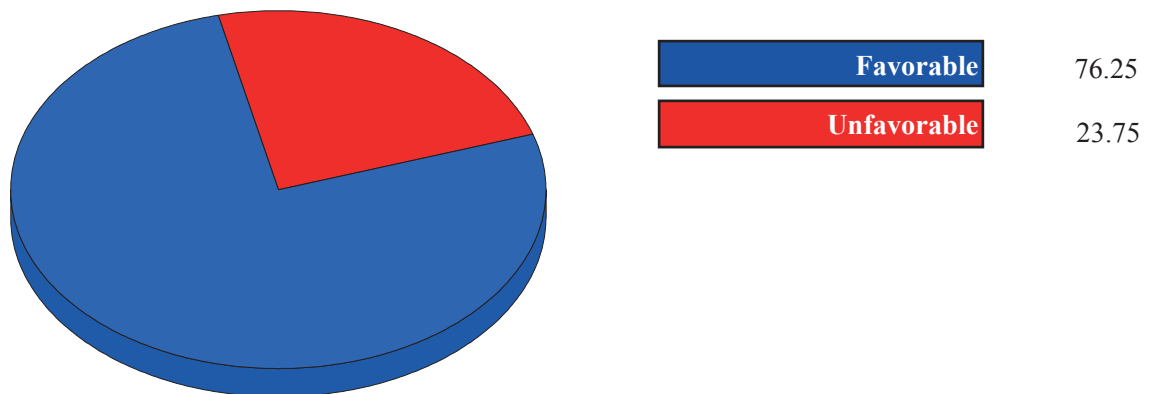
Sexual Harassment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	145	86.83	22	13.17	167	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	154	92.22	13	7.78	167	100.00
Sexual harassment does not occur in my work area.	147	88.02	20	11.98	167	100.00
Overall	446	89.02	55	10.98	501	100.00



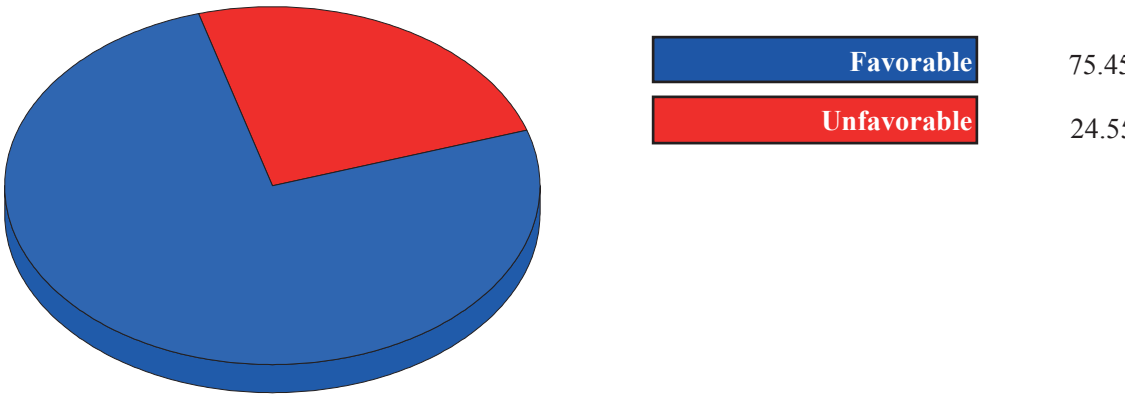
Racist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	124	74.25	43	25.75	167	100.00
Racial slurs are not used in my work area.	131	78.44	36	21.56	167	100.00
Racial jokes are not used in my work area.	127	76.05	40	23.95	167	100.00
Overall	382	76.25	119	23.75	501	100.00



Sexist Behaviors

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Sexist slurs are not used in my work area.	122	73.05	45	26.95	167	100.00
Sexist jokes are not used in my work area.	126	75.45	41	24.55	167	100.00
Sexist comments are not used in my work area.	130	77.84	37	22.16	167	100.00
Overall	378	75.45	123	24.55	501	100.00



Age Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

Favorable	0.00
Unfavorable	0.00

Disability Discrimination (Civilians only)

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

Favorable	0.00
Unfavorable	0.00

VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

Above Average/Average

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

Below Average

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages appear appreciably lower than your Service average, they should be treated as an organizational concern. In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

ASSESSMENT TO SOLUTIONS

The Assessment to Solutions area of deomi.org is designed to support leaders and equal opportunity professionals by providing tools and products designed to address the mission-impacting issues identified during the climate assessment process. Assessment to Solutions has products and training material to help organizations overcome negative perceptions; these can also aid in the development of an action plan. The Assessment to Solutions area is broken down into the main assessment areas of the DEOCS, which are EO/EEO/Fair treatment, Organizational Effectiveness and Sexual Assault Prevention and Response. Each area is further broken down by the factors included in these main areas of the Climate Assessment, and a host of products are provided to assist in overcoming negative perceptions at an organization.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

<http://www.deomi.org/DRN/AssessToSolutions/index.html>

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

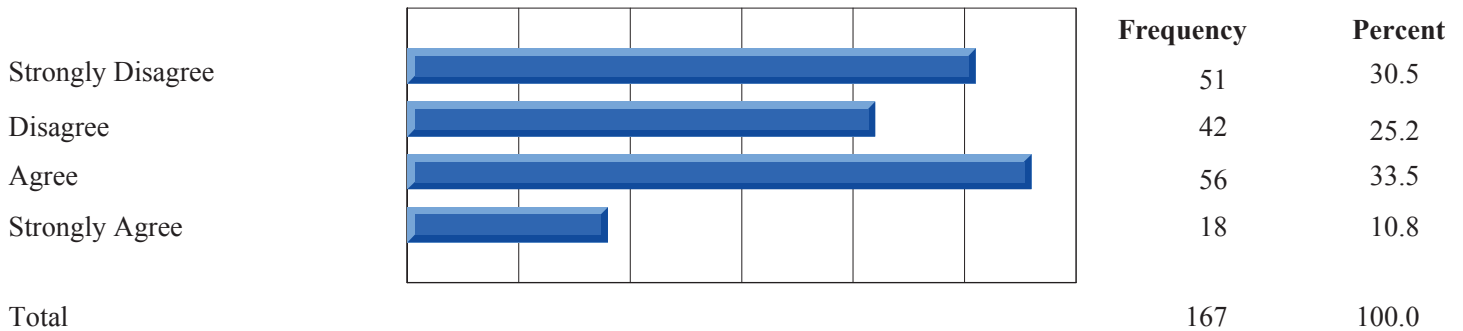
DSN: 854-2675/3260/4217

support@deocs.net

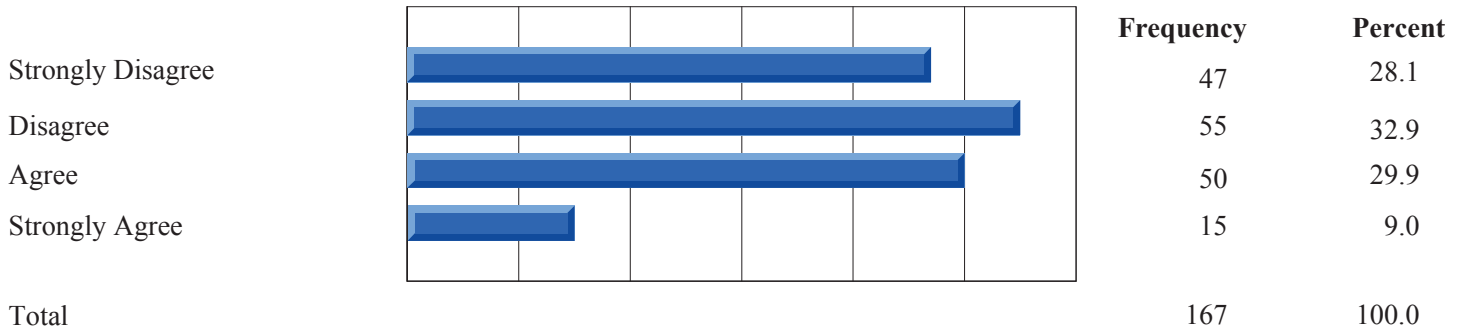
Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

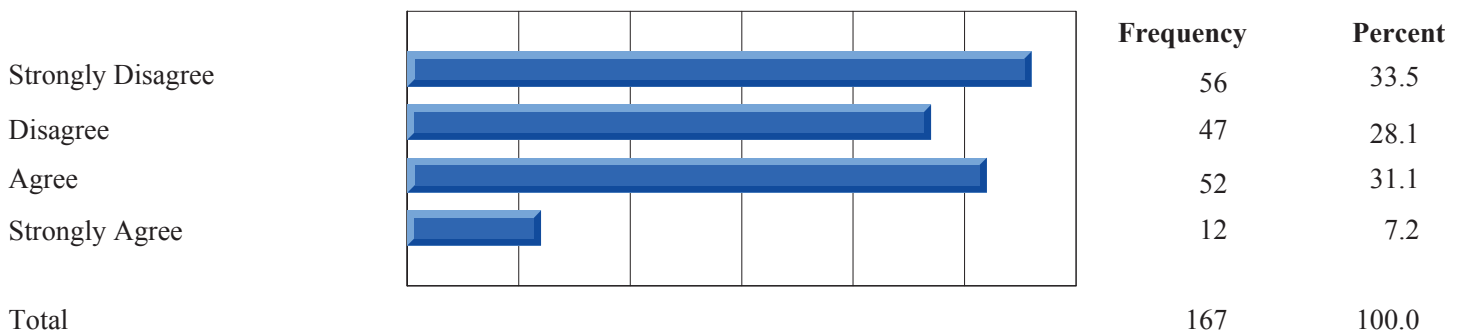
1. Communication from my direct leadership is clear.



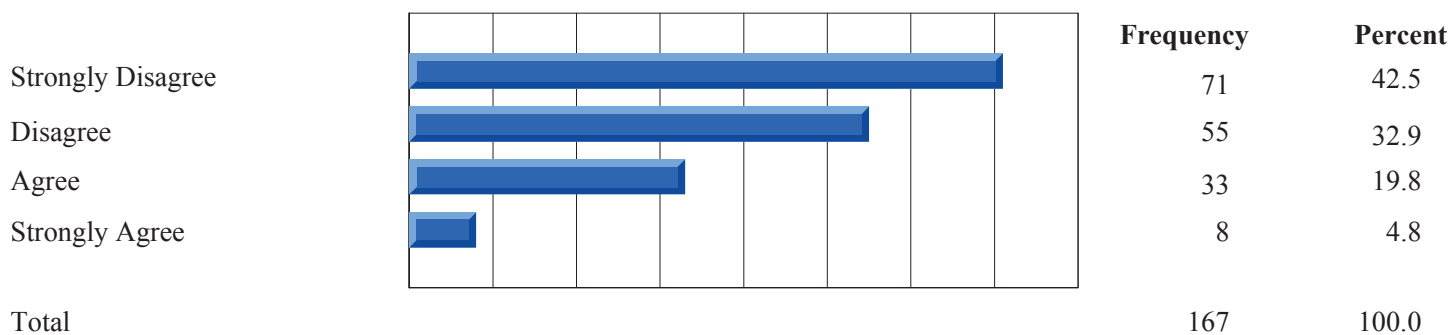
2. When making an honest mistake on the job, members of this command are corrected fairly.



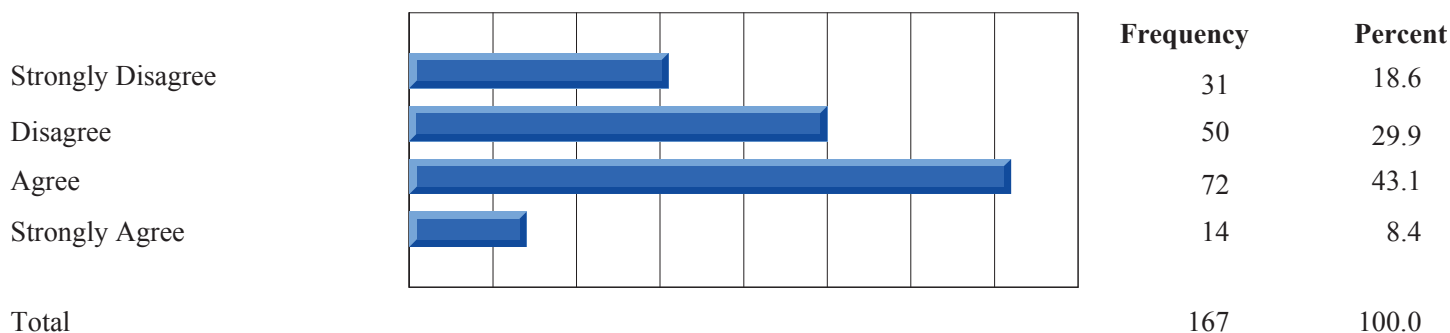
3. The Commander understands what my job entails.



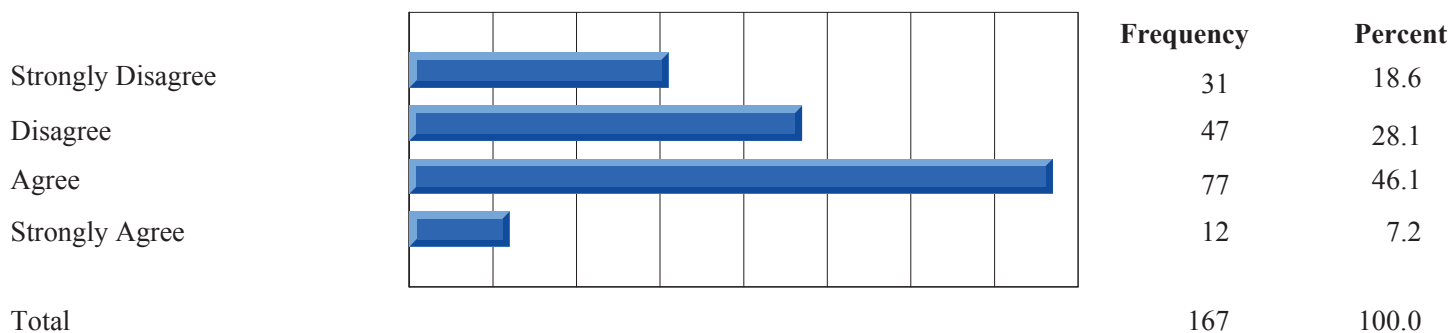
4. I can express my opinion within this organization without fear of reprisal.



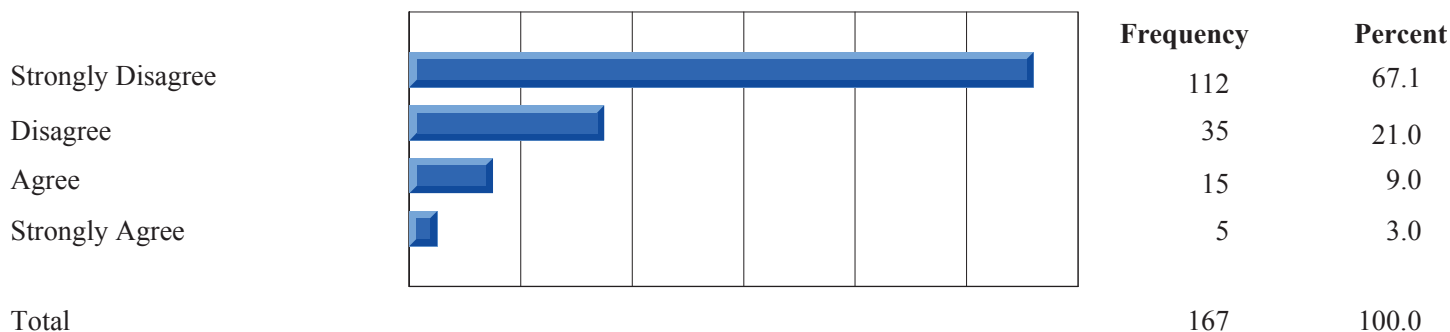
5. An atmosphere of respect exists in my work area.



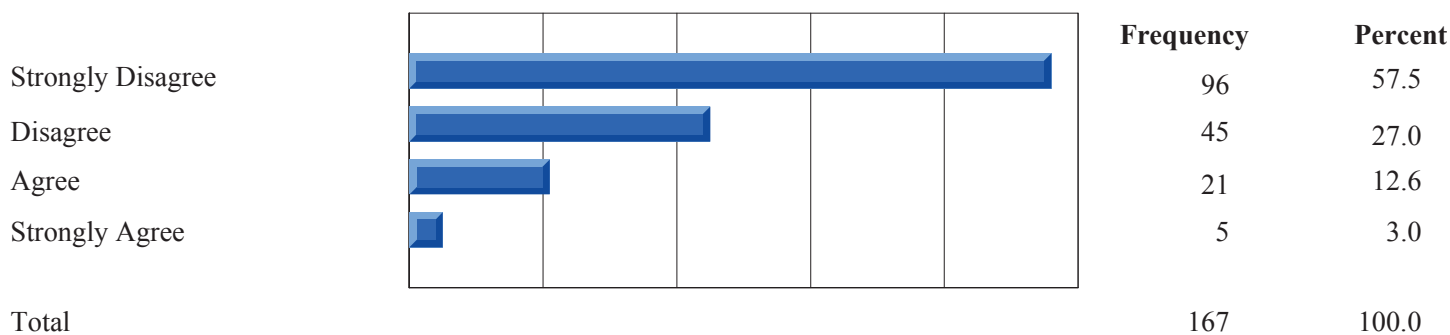
6. My command supports special observance programs.



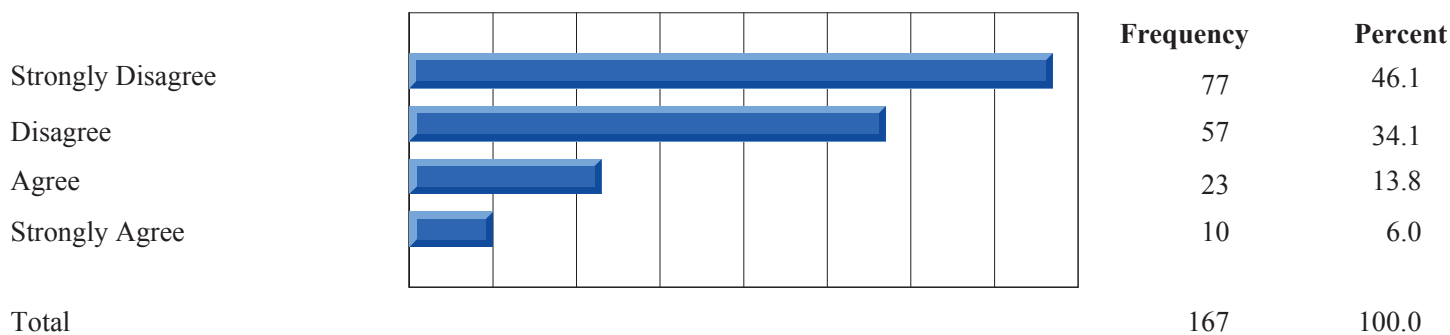
7. The current level of morale in my command is high.



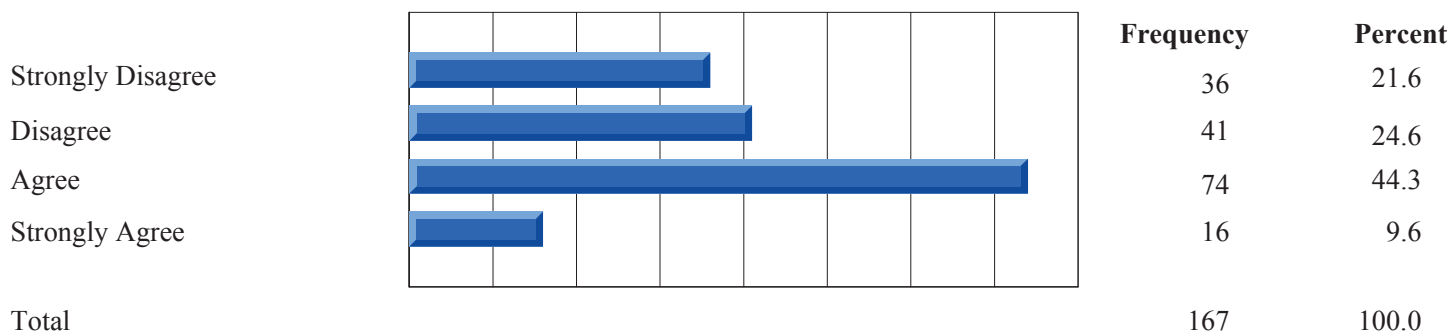
8. The overall health of this unit is better now than one year ago.



9. My present assignment motivates me to continue a career in the military.



10. I receive the counseling and coaching needed to advance in my career.



Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. How effective is communication within this unit? How could it be improved?

communication is good but more people need to relay certain information better

The only information fed down from the top is the politically correct answer. The CO hardly ever answers questions directly nor bluntly. It's always dressed up and vague. The grape vine usually is the best way to figure out the ship's schedule, because it will get put out before the ship's leadership puts it out.

Verry good.

Great, task should be presented at the begging of the work day not at lunch

The POD is constantly getting changed due to the lack of planning.

The communication on board needs to be improved. It has come to my attention that not only are naval instructions being ignored also, (b) (6), (b) (5). If we go back to enforcing the rules we set the tone and standards for what the navy expects.

Everyweek there is a new rule to go by, and usually you don't find out until it's too late that you have allready violated that rule. I feel this command makes up new rules that unnecessarily make our lives worse. And, the reason behind these new rules are never explained. So, It seems that whenever I ask a question I never get a straight answer, and they say they will get back to me. However, they seem to forget if its not important to them. I dont know how you could improve peoples ability to pay attention to your concerns if they are too busy to think about anyone else but themselves.

Very ineffective. Khaki leadership, officers in pratical, constantly changing their mind on certain things (i.e. Rivercity last underway) none of them could get on the same page, and we felt the reproussions. We are constantly encumbered by having to notify multiple parties on the same subject many times. It is as if the watchstanders in CIC do not talk to the people behind them or 7ft away. CSOOW should be the only one we have to talk to.

Not at all. It could be improved by actually establishing reglar commuincation and observing each others wishes rather than them all saying "No, do it my way."

Communication at my command is horrible. Certain information is stopped at a level that it should not be.

I dont know i am junior

Not very effecitve at all to me. I feel that you have to skip the chain of commmand and go straight to the source sometimes or your message wont be heard. I have no problem doing what I have to do, but if I properly communicate to the right people, I feel that the word should be passed up properly.

Communication stays only in Division, only way to improve it is social gathering.

Communication between the E-7 and below is good. It is communcation between the E-7 and above that needs improvement. Certain higher authorities will make impacting decisions with little to no consult of the Chief in charge of the department/division.

I believe communication is decent, especially within my own department. Again, due to my low levels, I have a difficult time understanding whether something is vague due to classification, or miscommunication.

Communication is decieint. I am not sure how it could be improved.

Within my division is pretty clear sometimes but sometimes its not. Maybe actually take our time to sit and converse on our issues with our chain of command

Communication is poor. The solution isn't complex the leadership just needs to work on talking to eachother and talk to the subject matter experts before making major or minor decisions on subjects they know nothing about.

Communication at my command is poor. I never know what the day is going to have and I always have a pile of work to do because the captian is out of touch with his command. His priorities lack understanding by himself and if they are not made everyone elses priorities he will end your career. This commander should be relieved, And the crew should be rehabilitated to understand the qualities of a good leader. The lack of communication causes my immdiate chain of command to LPO, LCPO DIVO to "squabble" infront of the lower ranking crew which makes the seamen and blow think that it is okay to undermine the LPO or WCS. My commanders lack of communication is wreckless and he should be relieved of command.

Communication is a mess at this command. People hardly ever are told what they are doing until the last possible minute or after the fact has already occurred.

Our leaders could stop playing petty games and do their jobs with one another. Actually TALKING to lower enlisted about their work instead of making assumptions would be a big help.

I believe there is an extreme lack of communications, I've been apart of [REDACTED] (b) (6), (b) (5) [REDACTED] and it is the same in every one. Khakis sit on information or forget to pass on information until it is last minute or they are getting reprimanded for it. Then it becomes a priority or liberty item for the day even though it could have been done days if not weeks ago. There are countless times that this has happened. The higher ups don't communicate and we get different information from different levels of the COC. If we try to ask them to elaborate or to explain that some one else said something else they say they don't care just get it done. It ends up becoming a big problem because we are not given enough information to complete the task.

The communication has gotten better i believe from before but could be improved by leadership being more clear and all on the same page.

We are told different things from different members of the chain-of-command all the time. If we bring this up, we are told we "misunderstood" or even that what we were originally told was never said and that we are lying.

Communication is terrible, nobody seems too know about anything. One day were thinking were going too get a GQ on friday, then maybe were not having one, too then were having one tommorow....obviously an example but it makes no sense. It just seems like a lack of organization and planning which then trickles into a lack of communications.

So far this chain of command especially within this last year has become isolated from itself seperating it to be more difficult to communicate from from each respectful position, creating more confusion as a result. There has also been cuts in the chain of command from one person to another because people would seek a direct answer but would get none due to either it should not, or the person that is spoken to has nothing to say to certain unit members.

It seems leadership does not communicate well. Miscommunication turns into long hours of extra work that could be dealt with at a later or different time.

If your command has negative morale, keeping them working longer than needed will only decrease morale.

Is really poor. Every day something come out new because of the communication between the chain of command. They should put out everything for the day in the morning quarters and then put it out to the divisions.

the communication in my chain of command is weak between E-6 and E-5 and below. This can be fixed by simply communicating.

0

There is very little communication, and the flow is poor. The chain of command is not utilized, with tasks often coming from the LPO at the last minute. It could be improved by letting the lower gears function, and halting the micromanaging.

Communication is awful in my opinion and to improve they could talk to each other at all there is 0 communication.

there is no communication from upper coc in this command. they can improve this by pulling there heads out there ass and listen to the crews problems.

From the top down, the command is transparent. The command is effective at passing important information to its members. It's the individual level of communication that poses problems at times (i.e. Routing paperwork and following up)

Communication is poor in this unit. Leadership should pay more attention to members and their concerns.

it can be improved if people dismount there high horse and talk to us on a human to human level.

The communication on Shiloh is terrible up and down the chain of command. if it does not come from the CO it does not matter. My opinion on matters directly relating to my job do not matter if the CO has another idea.

Communication is low with this command is low and broken. The CO does not know what is going on and doesn't let the crew know what's going on.

THE SCHEDULE FEELS WITH THE MISSION, WE ALL KNOW THAT. BUT HONESTLY WE TRY AND STACK TOO MUCH IN ONE TIME BLOCK AND SET OURSELVES UP TO FAIL.

Communication is very clear on one side of the conversation. There should be leadership training that recognizes that lower ranking sailors make valid points, too. They also probably know their equipment exceedingly better than any JO who has only been an officer; so acknowledging their expertise will actually take them further than blowing them off.

Basically trust what your techs are telling you they don't pull the safety flag or make risk decisions with their equipment for no reason. And always needing a second opinion from a tech rep doesn't make sense but calling them for every little thing is getting a bit ridiculous.

finding clear instructions.\, regarding dual military couples trying to get married.

Not effective at all. It seems to be that everything is very last min with everything in the command. We could improve by making better plans and sticking to them as much as possible.

Communication is very poor. When the triad can't get along how can the ship be expected to do what they know is right. There are very few people within each chain of command that gets along or at least respects the positional authority. Talking behind backs is a common occurrence.

Communication on the enlisted level is fine. But a lot of the higher officers don't understand fully what it is that we are trying to explain and often cut us off before we are finished. They paraphrase what we say and miss out on majority of it. Just listening and not thinking your rank means that those below you are inept would do wonders. Officers are not subject matter experts for the most part. The enlisted are, therefore our inputs should hold more weight. Their job is to lead and regurgitate what we tell them on a more refined level, which doesn't happen often.

Communication is terrible. Enlisted personnel ranging from E-8 and below advice and knowledge is rarely listened too or taken into account when Officers ranging from J.O.'s to the CO attempt to coordinate, plan and carry out daily operations/special tasking. There is also a lack of information from higher ups down to those beneath them leading to a major lack of proactive actions. The mismanagement of time and constant catch up is very hash.

quick response due to time but it is terrible idk how to fix it but ppl who have tried get shut down...same for the rest

My division is always receiving late tasking, even if that is a phone call from someone in the chain of command around 2000. When I ask for help from my leadership, it almost seems like I owe them a favor first, as if working for them is not enough.

No

It can be improved by our chain of command informing us on things we need to know. We are never in the know with things we should know. We get blindsided at all times and are expected to just figure out how to get things done. If we had a heads up we could perform our jobs at a higher level. I feel like my chain of command has failed me time and time again.

If there is a message to be put out, take it directly to that individual or group. Don't pass it down through a series of people. We've all played the telephone game. It never works.

A lot of spur of the moment planning occurs and causes confusion, which leads to trouble sprinkling down the chain of command. Allow for input from various leaders and do more timely and proper planning. Think more of the crew's welfare and health and use ORM to spread tasks throughout the crew and not just the best performers to carry the load.

Terrible communication. The chain of command needs to work on keeping an open mind to others ideas rather than just listening and then ignoring everything that was stated.

it would be better if we Fire the CO

The problem with communication is that no one wants to disagree with the upper chain of command because we have seen what happens when someone tries to express a different or better approach, they are quickly silenced. This is a lack of leadership qualities, having a stand off attitude and constantly diluting facts to the crew.

Not at all. No transparency and information is only given to some key personnel. It can be improved by making sure that ALL personnel know the facts not just their opinions.

communication is not effective at all, to be improved POD, and emails

there is no effective communication as leaderships do not talk to one another, the information put out at khaki call is not put out at quarters, and when someone brings up information we are frowned upon because the information wanted to be withheld

i believe it is used to control the flow of power so i am not able to empower myself and my division

email is not forceful backup! we preach too many things here and do not enforce it. face to face contact is necessary.

no comms at all we walk blindly at all times until the last min then it is a knee jerk reaction and liberty item to get random tasks done handed down by the XO and CO. 3M is the worst and hardest i have ever seen in my career. as i type this complaint we receive a email from CMC labeled liberty item for ZIDLS this command is headed to the sewer and if not handled now standby for these young sailors to further drop in their want and need to stay navy

Communication in this unit is very poor. Tasking and information does not get passed up the chain and when it does the information is not very clear. When the information is clear and we are letting the chain know of what can and cannot be done we are still asked the same questions because they do not like the answer that has been provided. The mentality i have observed here is the enlisted are not people and we are not treated as adults. We are not given the mutual respect of our station or experience. We are treated as if we are lower than children and it must stop. our own captain refuses to believe we are great at our jobs, which we would have to be in order for this ship to run as sufficiently as it has, given with all the casualties we have experienced. i have noticed that it takes and outside activity to tell him that we are doing well for him to actually believe we are. if the captain does not trust his crew why should the crew trust in him. that is the tone that has been set.

Poor at best. Put trust back in the CPO's to lead and train JO's. Communication about some events tends to be when the event is happening, now. Taking a strong look at what we are scheduling and saying "is it within reason to actually accomplish all of this or are we just getting a check in the box." The check in the box mentality is prevalent doing nothing but a great disservice to the crew. Be honest within the command, listen to recommendations, advice, and look at what we are doing to the crew.

Communication between peers is decent. Communication up and down the chain runs into problems. Some assume that if they have the information, then everybody does. Others simply don't care to pass it along or forget to.

I have no solution.

Communication here is average. Not terrible, not great just average. The triad often makes expectations without realistically looking at the application of what it takes to make something happen. I can't for the life of me figure out why the XO is still here. The DH do their best with what they have and although I don't feel the CO's expectations are unreasonable the timeline in which we can meet them with what we have to work can be unreasonable.

Proper communication on both side is the key to have good communication. To improve this, both side must give respect to receive respect, be a good listener and talk about solution to a problem and learn from the past. Training on how to be effective leader should be scheduled accordingly.

Communication is clear across the board.

with in the unit it is very clear. i feel like i could be able to go to my lpo or lcpo and talk if i needed to.

The communication within this unit is atrocious. From the very top down to the divisions, there seems to be a massive disconnect and information doesn't seem to be passed on. The divisions will receive tasking in the morning at quarters and by late morning, the tasking has already changed, and then by mid-afternoon we are reprimanded for tasks that were not disseminated. When we do pass information up the chain of command, the COC 'forgets' and then reprimands us for supposedly not passing it on.

It's not the CO's fault the schedule is unclear, we just get tasked and we go with it. He does a good job of letting us know what he knows when he gets that information.

N/A

Communication between my DIVO and Dept Head is opaque at best. I regularly receive contradictory orders. (b) (6), (b) (5). This order was given by my DIVO and he told me not tell anyone of that order. Mt Dept Head whom was TAO at night allowed the setting of (b) (6), (b) (5), the next week (b) (6), (b) (5), so we didn't and proceeded to be yelled at by (b) (6), (b) (5). ITO told us that we should not follow any orders about (b) (6), (b) (5) unless they come from him or the captain. We started setting (b) (6), (b) (5) at night again and CSO told us to stop once again. How am I supposed to do my job with direction like this?

Communication flows well.

DCF the CO and XO. Khaki call is the XO reading the POD to me like story time!!!!?? What the hell?

Communication within our command is decent but could always be better.

plan in advance

The command needs to do a better job of prioritizing and implementing the workload on a daily basis. Seems like we all have a "full plate" but when last-minute tasking is demanded that could have been completed or communicated out at an earlier time frame, we would have a much smoother running ship.

communication is not effective, during our last underway. the material state of the ship was not being communicated well to the higher authorities. the reports being sent out does not actually reflect "how broke our equipment was"

THE CHAIN OF COMMAND NEEDS TO BE USED. CMC -> XO -> CO... not give us the run around.

Communication in this command is very poor. It's basically a one way conversation. My recommendation to better a program is not entertain even though I am the SME of a program. There is no reason to help better a program because the chain of command will not listen.

Not effective. Build on the trust between people communicating.

Communication in the command is not the best but it is terrible about anywhere you go in the navy. Some of the ways that we can improve it here is to maybe lighten the POD up daily, disseminate important information at kakhi call and quarters, and improve the use of e-mail as a whole.

Ill be happy to discuss effective communication onboard when it happens. Im still waiting.

The CO has all but written off the XO and they are rarely on same page. Contradictory guidance is a daily occurrence. Email/Desktop leadership is live an well onboard the ship. XO will communicate with DHs; however, it is rarely taken seriously and disseminated down chain of command because the DHs have followed the Captains lead and normally dismiss what the XO has to say. Unfortunately, this leaves the CMC in a bind as he tries to figure what to try and pass along to the mess.

Communication is ineffective within this unit, and can be improved with actual and clear communication actually being utilized.

It seem sometimes there are allot of "knee jerk" reactions, sometimes about policy or procedures. Chain of command personal preference.

Very poor

I think the communication within the command is lackluster at best. Granted, some departments do it better than others. Simply put, let the chiefs be chiefs.

The communication within the unit is terrible I can't count how many times around 1500 when my division is trying to wrap up all the loose ends for the day to go on liberty when divo comes down and puts something out that they have known the entire day but didn't say anything to the LCPO or LPO so now we all have to stay an extra 2-3 hours because they failed to communicate. Also the same goes for communication up the chain we will pass something up and once it gets to divo the information stops.

The communication within this unit is not helpful and the lack of communication will get someone hurt very soon. This can be improved if the unit would have a solid Plan and communicate that solid plan to the crew well in advance not the night of or hours before.

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i think it works

Communication in this command is poor at best. The easiest way to fix any communication problem is to start listening first. Most communication problems, in the end, could have easily come to the same resolution if each person cared to listen and at least attempt seeing how the other sees things. That is for up and down the chain of command.

The communication is ineffective and I think it would be a good start to give the power back to the Chiefs and listen to the techs that work on the equipment. Allow chain of commands to train and sailorize sailors as oppose to punishing people for every mistake it doesn't allow for a margin of error which is unrealistic.

XO IS NOT IN TOUCH AND EITHER IS THE CO. XO IS ON HIS OWN PAGE AND THE CO DOESN'T COMMUNICATE WHAT HE WANT PROPERLY. CO SAYS ONE THING THE XO SAYS ANOTHER.

There are a few areas where communication can improve up and down the COC, but I believe khaki leadership works to correct those issues as they arise. However, the greatest impediment to clear and effective communication should be resolved when the new XO checks onboard. A lot of confusion is created when he fails to clearly convey the CO's plan/vision/requirements for tasks down the COC. The khaki deliver to the CO a product that does not meet his expectations and the CO blames the khaki COC for not delivering the CO the product he envisioned.

Communication is not effective. It could be improved by knowing what the priority is, but we hear competing priorities throughout the day. The POD is slammed with back to back events which does not allow room to shift from one event to the other, which leads to missing events and then having to reschedule. Finally, when information is getting routed for approval it often gets multiple cuts, sometimes by the same person, we were doing well during the yards but have slipped back into the abyss of losing progress because someone makes multiple changes on the same document.

Communication is not effective at the senior level. Subordinates' comments (khaki) are not accepted by the CO except in very, very rare cases. Most subordinates are cautious to disagree or bring up a differing view point for fear of being written off completely. Every single process has to be governed by a new instruction; each instruction takes months to get through the chain of command. Communication could be improved by simply have a flatter, more receptive culture instead of everything micromanaged from the top.

The communication is very effective, our issue is with executing the message. We have an issue with orders and following those orders.

Word of mouth is how things officially change, but no one knows where it originates. The Chief's Mess and the Wardroom get different information and don't seem to be on the same page. Instructions just keep getting put on the niaps page, but no one explains it. If a Chief gets clarification from CMC, and an Officer gets clarification from XO, those explanations should match, but they don't. The Battle orders were out for over two weeks, and there were STILL combat watch standers who had no idea and complained about it.

New instructions need to be trained to with Chief's and Officers TOGETHER. If the LPO, Chief, and Divo all interpret the instruction differently, then we cannot execute what the intent of the instruction.

(b) (6), (b) (5) is incompetent and terrible at communicating. I never gain anything from any interaction with him, it is a complete waste of time.

There is no effective communication.

Communication can be improved by not changing what is discussed at meetings- PB4T, khaki call, department head meetings.

(b) (6), (b) (5) should not be allowed to coordinate anything. (b) (6), (b) (5) complicates everything onboard and only adds to the heavy confusion. Remove him from the equation and things may run more efficiently.

Not as effective as it should be. It could be improved by subordinates asking for clarification on anything they're the slightest bit unsure about.

Communication at the top of the command seems to be distorted as it makes it way up and down the chain of command. While division, division officer, and department head communication is good, the ability of the upper command to pass down word or effectively process feedback from lower in the chain is broken. It seems as though once the captain has made his mind up about something he does not hear the feedback from the rest of the ship. Sailors submitted questions to the CO's suggestion box that were never addressed.

Communication suffers in this command. Things that are supposed to be passed up or down commonly get forgotten, at different levels at different times, resulting in future strenuous workloads. Improvement lies in each individual. Unless there is proper training that can be conducted in communication and organizational skills, it is ultimately up to the individual to discover their own personal means of improvement.

Moderate.

There is also lack of communication in the upper "chain of command". Each person having a different idea and not coming up a single path to go down. Rather they keep changing how things are and what is scheduled. This is causing confusion and lack of consistency. It definitely needs to improve. Start with making an accurate POD/POW.

Communication is ineffective, from PB4T to the POD to Khaki Call.

eLeadership (via email) is relied upon to spread the word for anything from Medical Appointments to Watchbills and I am often surprised to find I am obligated for things I have no business being involved in, regardless of any recommendations or actions to mitigate issues.

Communication is very last minute. Guidance is often vague and contradictory. Working on public speaking would help. Delivering a new and compelling message would help too. When you start taking over/unders on the order of the same three topics during khaki call, the message gets lost. One leader is pushing one set of goals, another leader is pushing another set of goals, and we still have the set of goals we develop for ourselves and push down to our sailors. Put it this way: the demand signal is not proportioned. Everything is our top priority. So when we assign everything the same priority level (or at least do not specify what should take priority), we can't be surprised when the easier/shorter tasks are completed to the neglect of the harder/longer/maybe more important tasks.

Communication is lacking going both up and down the chain of command. This is where the trust portion comes in, the trust has to be up and down the chain so that the ones at the bottom are not afraid when something goes wrong to talk to the ones above them and the ones at the top need to trust that the ones at the bottom are doing the right thing.

Comms are good in SHI however, it can be improved. Leadership need to put emphasis on not "speaking for the Captain", many times I have realized the Captain had not said something that simply speaking makes no sense. Train the leadership to talk from their own perspective and not spread rumors as to what would the Captain do without asking him for his opinion. The same way we go about doing midterm debriefs and eval debriefs, use it to get departmental leadership all in one room with the top three to go about what is the CO's mind, maybe once a quarter, but do not guess. Also, CO needs to follow up on what he says to leadership to make sure there is no misinterpretation of his directions. I don't see that happening, when the CO is asked about it, he says...."I did not say that, what I say was...." CO must take time and follow up more often.

COMMUNICATION FROM TOP TO BOTTOM IS THE WORST I HAVE EVER SEEN IN MY CAREER. THE COMMS BETWEEN THE CO AND XO ARE UNBELIEVABLY BAD AND THE XO HAS NO IDEA WHAT HE IS DOING LET ALONE MAKE A DECISION AND PASS ANY USABLE INFO DOWN FROM THE TOP. BECAUSE THE XO IS HAVING TROUBLE DOING HIS JOB AS XO, IT MAKES IT VERY HARD FOR US TO DO OUR JOB BECAUSE OF THE BOTTLE NECK IT CREATES. HOW TO IMPROVE THE COMMS?....US KHAKI DOES NOT KNOW WHAT THE CO WANTS, XO HAS TO GO, NEW XO SHOULD HAVE MORE COMMUNICATION ABILITY.

Communication is effective is SAT. It can be improved by each triad (LPO,CPO,DIVO / CPO,DIVO,DEPT HEAD / DIVO,DLCPO, DEPT HEAD) work on ensuring that the communication is flowing between each triad down to the deckplates. It's so important that all facets of leadership be on the same page.

communication is failed. CO aks for input, then disregards. he tried to talk to all paygrades in small groups every week during a meet and greet he did. for 6 months everyone said the early breakfast and late meetings were not required, but he did nothing until we got out of the yards and underway. he forced us to work extra hours for no reason just look at our pod's from since he got here. nothing changes. every CO suggestion box note is just a joke to him CO and then insted of addressing the issue he just threatens us by saying 'if you dont like it, put it in the CMEO survey'. that is his way of saying the crew is stupid and he is untouchable i think.

Communication is very poor within this unit. No clear guidance is given from the CO, XO and CMC. The CO does not trust anybody to get the job done which is why he wants to have his fingers in all of the pies onboard.

(b) (6), (b) (5) is incompetent and (b) (6), (b) (5) does not provide good guidance to the Chiefs but instead talk bad about Chiefs to other Chiefs which is so inappropriate.

Communication could be improved simply by increasing the trust in the triad. Our sailors do not trust the triad. Because all information must be given to the triad via the immediate chain of command, sailors now don't trust the chain of command. Most problems or issues are revealed too late to help because of the lack of trust. The CO does do a good job at briefing the schedule to the crew.

Communications would be improved if leaders actually listened to juniors when trying to explain a problem. Most leaders at this command rather just tell you what to do than listen to an idea from you.

Communication is abhorrent, especially amongst the XO and the CO and this trickles out to the deck plates. Lots of confusion exists on what is wanted and what is expected. This is one of the reasons why I dread going to work. We have meetings just to have meetings, khaki input is not wanted and disregarded. Khakis are not allowed to be leaders onboard the ship and are nothing more than bodies to point blame at. Decisions are made in vacuums...this leads to inhumane work hours and an optempo that is unsustainable. Probably why an armed watch stander threatened to "(b) (6), (b) (5)" "...the sailors are frustrated by the necessary and extraneous requirements. It has taken its toll and its only a matter of time before something horrible happens. How is this not being investigated is beyond me.

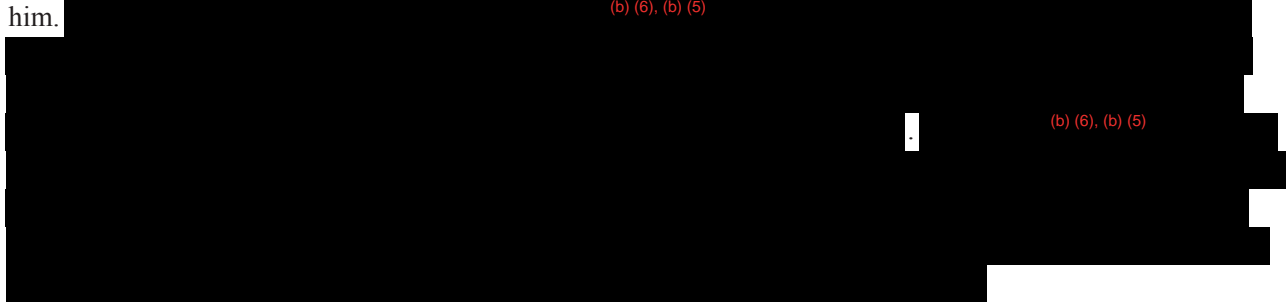
I feel that when something is passed through the chain of command the information needs to be verify to make sure the wrong information is not passed down. There have been a few times where I was confused at which I need to show up for a certain event or if an event's location was changed.

2. **How committed is leadership to creating an environment of human respect and dignity? Please explain.**

Leadership is somewhat committed to this aspect. Sometimes though it feels like the officers are not held accountable for their actions like the enlisted are.

It is not. If I or a officer makes a mistake I get to hear about it from 17 different sources. I have yet to receive positive feedback on any performance so far. CMC is in my ass about putting Sailors in for awards and SOQ, but the PKGS are lost and never presented in a timely manner; however, that my damn fault.

I would like to add that my division officer, (b) (6), (b) (5), is unfit to be a leader. He lets his anger get the better of him. (b) (6), (b) (5)



It seems that it isn't. When problems are taken to the division's chain of command they deflect and do not address our views. They simply state you are in the military and you need to "Navy Up". The Commanding Officer has ruined officer's careers because the previous CO liked them and trained them differently. The CO has EVERYONE scared to confront any decision or opinion. People have gone to NJP because the CO claimed they were doing something against instruction when he was nowhere near a reasonable distance to see what was going on. When a E-9 vouched for the maintenance people there was still a punishment.

N/A

They do what they can to keep their subordinates in line. What happens when they are not around is out of their control. But overall everyone can work together under the leadership's guidance.

I would say the leadership is not committed whatsoever to creating an environment of human respect and dignity. The officers do not respect the enlisted, and I would say without a doubt the captain does not respect enlisted members in the slightest. Additionally, the current captain posted a publication about how enlisted were historically too poor and uneducated to understand wristwatches. Though it's based on history, given the CO's clear feelings about enlisted members, this to me felt like a direct attack and another way to make enlisted personnel feel inferior. (b) (6), (b) (5)

Lastly, the current CO took the time to create a PPT to talk poorly about the CO before him and to belittle the work done under his leadership.

Very committed, everyone is treated like adults

In the past year, respect and dignity was totally ignored or avoided but this year has been better since the personnel in the upper chain of command who didn't know how to give respect is no longer on board in my division.

No comment.

I have no view on this.

It's common onboard for the enlisted personnel to feel marginalized and nothing more than just tools to be used and discarded. We feel as if we have no voice because anything that might be brought up is discounted which puts people into "survival mode", survive the command do just what is required to not put their career or themselves in danger and move on.

the leadership is not committed. The chain shows no support or trust in their enlisted counterparts and officers that are supposed to work together and be unified refuse to show a joint effort in communication. they have taken so much power away from the stations of LPO, LCPO, DLCPO that i wonder why is the chain actually there. we have been micromanaged so much by our commisioned counter parts that we cannot be given the mutual respect of officers letting the lpo or lcpo know that they have spoken with there tech. instead they go directly to the technician and when the answer is not recieved that they want, they proceed to disregard the response given as if it was never said. however when the technician asks about the paperwork that has been submitted we are told to use our chain of command. Officers are only following the rules when it is beneficial to them and only them. Enlisted are being treated as if we are not Navy sailors but are children or pets that must be taught obedience.

we are belittled and called children and haters over the 1mc at his weekly all hands calls

i do not believe respect exist here as i am not able to express myself and my concerns despite requesting permission to speak freely. i am always cut off by my leadership for giving my inputs and told i will "feel his wrath" for expressing my opinion. i feel that my leader is more of a dictator and puts me down. he abuses me with false promises and lies and does not allow me to do what i have to do for my family, my career, and my command. i just want to leave this command as soon as possible. i feel as if i cannot take it much longer here. i have been crying out for help to medical, chaplain and i am afraid to inform anyone due to a negative impact on my career. as much as i love my job, i just wish i could do this someplace.

N/A

Commad-wide is committed in creating respect and dignity. Shout out to our TRIAD in making sure this is being exercised. There are some glitches that happened like african american month that it was not celebrated and some members reacted so fast and wrong information was received but all other else, I know our CO is trying and giving his best to make this command in place. It's just people are paranoid because they are shady and are used to do whatever they want and does not like being in the spotlight. Some leadership doesn't like change that's why they're doing everything they can to bring down the new CO. They blame CO for everything and instill fear to the members of what the CO will do to them.

There is no respect or dignity, especially from the CO/XO/DEP HEADS/EMO all of whom have had multiple complaints against them. There is a lack of respect of our time and our lives. The CO is still sitting on several leave chits, if you need to deny I understand but not getting answer makes planning difficult especially because makes it seem as if he does not deem it important. If you attempt to do anything here you have to rely on someone else usually a chief and it gets frustrating always having the door slammed in your face. It seems like you do bother everyone even if it includes your family or future.

it would be more committed if we Fire the Captain

Not at all. This chain of command came from being in a brothers and sisters environment to being an every man for himself environment.

Certain leaders need to recognize respect and dignity goes hand in hand with professionalism. Putting aside personal feelings and adopt a more professional attitude towards members in the division will go a long way to develop each member. Respecting someone who underachieves with a poor attitude and showing personal dislike toward your divisional performers will not create an atmosphere of reciprocal respect.

When the CO states that the wardroom is the future of the navy and that "LT's can do anything". Lack of respect from the majority of the crew which is enlisted.

I feel like I am spoken to in a demeaning manner at all time with sarcasm and just treated like less of a person. If I had a star on my collar maybe I would be able to do the same to others. Seems like it's a privilege to some. Makes my shipmates wonder how he had it coming up in the ranks being he is the way he is.

No commitment

my division is very respectful to each other.

The CO while superficially promotes an environment of respect and dignity does not seem genuine.

The enlisted leadership does a good job at this. But again the officers (not all just a select few; CO, XO, CSO) don't do a good job. They will preach it then turn around and become hypocrites and do the exact opposite.

My division tries to respect one another, but when it comes to the LPO and above the respect starts to diminish.

I don't think they are committed at all. I think other than my direct leadership they try and instill a fear driven respect

It's easier to count the number of khakis that respect people than it is to count how many don't. The E5 and junior feel abandoned and are treated as less than people by the CoC.

We try, they try, its the military and its 7th fleet. If you dont know what that means, come to a ship out here some time

Overall respect is average.

As a blue shirt, I feel I am treated as a child. As a Sailor who owns property in the states, the fact that I have to let my department head know three days in advance that I want to stay overnight in town is outlandish. I get liberty dangled in front of my face like a dog. I feel that in the chain of commands eyes I should just be replaced by a robot or a farm animal, someone who has no needs or opinion.

not at all. if you arent the same rank your input is not needed nor taken

Leadership does well to encourage respect.

Leadership could definitely make some improvements toward improving respect throughout the command and developing more trustworthy relationships between the crew and leadership. Things that could be done to improve this include: encouraging and providing opportunity for members how to qualify in their respected areas, working with members to show that there is a genuine in the personal and professional development of members, not speaking negatively about members in front of them or behind their backs, and to help keep hard workers motivated by challenging them to develop their strengths and weaknesses instead of downplaying their accomplishments.

RESPECT ON HERE IS A JOKE SINCE NOT EVEN THE CAPTIAN SHOWS RESPECT TO ANYONE ON BOARD.

leadership demands the proper respect, but does not show the mutual respect to other servicemembers that arent part of leadership

Treatment of enlisted personnel needs to improve. We're adults and deserved to be treated as such.

None, people are often reminded of their mistakes several times over. Also our current liberty policy is unfair, and reeks of reprisal for past mistakes. Our liberty is held hostage, and not truly based on performance or qualification, but rather the personal opinion of leadership who honestly aren't present for the majority of the work day to be well informed.

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No comment

Although parts of leadership intends to make great strives to support the community it tends to work, but often works opposite of intention and does not work with all members of the workforce.

Absolutely none, how can I have dignity and respect in what I do if I go to mast and get sent too the brig, get demoted, or sent too restriction? What kind of respect or dignity is in that?

As and E4, the only ones who I feel have my best intrests at heart are some of the E5s in my division. Many of the shipmates in my division have left both the command and the Navy due to stresses and treatment by this command. Some of those who have left have been in the Navy for many years and it took working on this ship to break them.

It starts with the Captain, he does not believe we are a Unit he believes we are his subordinates, we are not a team we are his tools. The (b) (6), (b) (5) what he is doing and constantly making mistakes, such as he schueduled a Fresh water wash down before pulling into port. The port visit was canceled but yet we still did the fresh water wash down and a 2 hour field day in preperation for a port visit we weren't getting. Mistakes are made on the POD everyday but yet instead of fixing them we just act like there is no problems. CMC I believe cares about us and tries to look out for us but at the end of the day he has a 25+ year career to protect and after being shot down so many times from the captain he can't do anything to help us. I believe there are a lot of khakis and 1st classes that do not know what they are doing half the time and it makes it difficult for junior sailors to learn and grow. There is no respect between ranks, it has nothing to do with experience, only rank.

WE WANT TO TREAT EACH OTHER WITH RESPECT, BUT IT IS VERY DIFFICULT FOR OTHERS TO BE RESPECTED WHEN THEY DO NOT PUT FORTH THE EFFORT TO BE RESPECTED. SOME WILL DO EVEN BELOW BARE MINIMUM AND CAUSE MISTAKES WITH THE AUDACITY TO COME UP WITH EXCUSES TO WHY THE MISTAKE WAS MADE WHEN THE INDIVIDUAL WAS WARNED NOT TO DO IT.

This command will screw over any sailor who puts so much as one toe out line. The most absurd charges are used to send sailors to the brig and put them on bread and water. This is too demeaning for me to express in the space allotted, but i will say that the poor treatment of this command's sailors has led to more than one sailor changing their career plans and choosing to leave the Navy rather than stay in and deal with any more of this garbage.

To this commander respect and dignity is only a privilege that will go to him. Like I mentioned earlier, humiliation appears to my commanders goal. I have witnessed several NJP's where he has stripped the person who made a mistake of all dignity and respect in front of the crew. I don't even need to go into the unreasonable punishments of the clearly malicious NJP's because that is already on record. I feel like at any point in my day it is going to be me next for no other reason than "if everyone is going to mast I might as well go to mast"

They are always engaged

It is committed because we have a mutual understanding of each other.

My ship, recently, has become known as the 'Bread and Water' ship. My coworkers view every discretion brought up to the chain of command as a very possible reason for administrative separation, whether it's because of missing gloves or mispeaking. Several people on the ship have been targeted and harassed, both officially through restriction and unofficially through numerous private aggressive persuasions, over on ship relationships that meet the criteria of Big Navy's fraternization and did not, at the time, break any Ship Instruction, but displeased the personal feelings of the Captain. Smokers of the ship are constantly chastised and spoken down to about their smoking by the Captain. People's personal situation and health issues are announced over the 1MC. Those who seek help for suicidal feelings are 'treated' the same way as those who break NJP are punished. Attempts at human dignity and respect are not present on the Shiloh.

I believe that common manners are not practiced very well, especially if someone had a higher rank over someone. Some seem to abuse their power over the lesser ranking individuals.

I can trust in the good intentions and commitment of my chief petty officer to create an environment of human respect and dignity. I do not however, trust in my captain's ability to create an environment of human respect and dignity. The captain has made numerous comments that are geared mostly towards junior sailors that shows he has little to no respect for those of lower ranking than himself.

The command does not tolerate disrespect of any sort. They do not stress enough on how to respect others, they will constantly make a reminder of it, which is appreciated. There are higher ranking that deserve some sort of respect, I should see a SN try and belittle or talk back to a second class. I'm glad we stress it.

not very

Leadership is not committed at all to creating an environment of human respect and dignity. Respect is barely a thing on the ship.

They advocate a good environment. Of course there are always the occasional jokes that go around, but nothing serious.

Once again. (b) (6), (b) (5) to his own division, talking down to, belittling, threatening, and just a utter lack of respect when talking to divisional enlisted memebers.

I feel the command is too strict on the sailors, and that alot of the policies are making are lives difficult. We are treated like kids, and not adults. I feel that if I have to route a chit 3 days in advance with my departmental officer in order to stay the night at a girlfriends/friends house, that makes me feel like a child. And if I violate that; im afraid that I will get my rank taken away, and put on restriction. It doesn't seem fair, and theres no respect for our well being. The command obvisiously doesnt trust me to be an adult and follow the simple instructions of the 7th fleet.

I believe that in order for respect to be taken seriously onboard, it should start with it's leaders. The CO should be a reflection of how to be across the board towards everyone. I have not seen that take place. What I have witnessed is resentment and reprisal from leadership when it comes to the CO and everyone else.

Have seen someone go to (b) (6), (b) (5) when they were only standing safety. This member had no pervious history of getting in trouble and was well respected. This member should have a recieved a councling chit if nothing else. How can you trust a command that is willing to go to such great lengths to get someone in trouble. There is no respect for junior enlisted in what we do. We have been told by the captain many times that we are all replaceable. It sure does make a sailor feel needed and ready to work when this is coming from the captain.

Na

Very committed.

As long as the job gets done, the space is clean, and no one gets in trouble, it doesn't feel like they care about this.

very committed

theres no respect.

we didnt even celebrate black history month properly
(b) (6), (b) (5) wanted it to be called 'All cultures month'

I don't think my chain of command does anything wrong when it comes to human respect and dignity. Overall I feel that they do a great job at it.

To compensate for his own ineptitude, the Captain likes to belittle the actions of people and encourage their failure so he can further justify his incorrect mentality that everyone is lazy, stupid, or incompetent, and doomed to disappoint him. His mantra is "all sailors are lazy, and for every sailor aboard this ship, there is one in Great Lakes ready and willing to take his spot."

To cover otherwise debilitating ship standards while underway, the Captain underreported and downplayed the severity of SHILOH's ability to effectively operate as a warship and he inaccurately reports critical casualties to appear as a well-to-do and mission-ready command to his superiors. I believe this is dangerous not only to the welfare of the sailors, but doesn't allow the ship the adequate means to accomplish her mission in defense of the United States, and further encourages the poor example of covering your tracks to all subordinates.

Not really committed.

I would say moderately to little. If a sailor or khaki has been "written off" by the triad (specifically CO) then they are not treated well and are constantly under a microscope.

not at all, CO already removed your ability to seek help from any sort of mental health or anything cause then you will be on liberty risk.

Very Committed! I have been onboard for (b) (6), (b) (5) and have seen a positive switch in this area. For example, we had a couple of female Sailors that felt uncomfortable in going to the weight room in a coed environment. The command dedicated an hour to female Sailors they can pack the gym to work out in an environment amongst themselves. So nice to see this decision made to benefit everyone. Though there were Sailors that didn't approve, the majority of the crew realized that this was a big example of the command creating an environment of human respect and dignity.

IT IS HARD TO CREATE RESPECT WHEN ENLISTED GO STRAIGHT TO THE BRIG, GET DISMISSED FOR CAUSE OR REMOVED BECAUSE CO DOES NOT LIKE CPO'S WHILE THE OFFICERS WHO ARE IN CHARGE GET NOTHING OR ARE ALLOWED TO TRANSFER. I LOOK AROUND THE SHIP (KHAKI LEVEL) AND WONDER WHY SOME DEPT'S GET CLOBBED WITH ALL THE COLLATERAL DUTIES. IT IS NOT SPREAD AROUND FAIRLY.

I think leadership at the top three and depart head level is on the money on this. With the operational pressure we have onboard at all times, we do respect each other and do not believe rank alone is the determinant. I've been in the Navy 24 years now and learn from SN Timmy every day, and SN Timmy has less time in the Navy than I have brushing my teeth on Warships. Everyone is important and contributes and is respected here. Sometimes the approach might be not so polite but respect does not mean only to speak with nice words but rather with following your words with actions, if you say you are going to do something and it comes out of your mouth very nicely, say Ivy League style, but then you don't do it; it's worse than saying it low-income family education style, but actually doing what you said you were going to do. Respect is not only speaking the right words.

The respect seems to be a very one way street. The respect should go up and down the chain of command. Regardless of rank.

I would say leadership is committed to MAINTAINING an environment of human respect and dignity-this environment already exists. It's inevitable not everyone is going to get along, but for the most part, I think the crew gets along well. I think the CPO mess gets along well, and I think the wardroom gets along well. I think the CPO mess and wardroom could do a little more to be a tighter group rather than competitors for the crew's affection (what it feels like sometimes). In the wardroom everyone has their own personality, and they behave in a way in which they can laugh and joke without being hurtful to others. Self-deprecating humor and sharing the burden are commonplace and definitely contribute to good working relationships.

I believe current leadership is dedicated to creating an environment of respect and dignity.

We respect each other as human-beings but are we committed not so much.

No current issues in regards to human respect or dignity with my immediate chain of command.

While the command attempts to foster the image of being concerned about the newer sailors, by disregarding the needs of the senior khaki the captain inevitably decreases the overall quality of life for all sailors on board. Just because department heads are paid more money does not mean that they do not deserve to go home at a reasonable time. Multiple sailors complain about how the compressed schedule prevents them from getting enough sleep to function at an adequate level.

Very committed. The command and Navy culture in general places a large emphasis on respect and dignity.

The CO shows almost zero professional respect to his subordinates.

You are made to feel completely worthless and incompetent.

We are constatly put down and never built up. I never felt more useless.

There is no respect with the CO and the crew to even include contractors and outside entities.

If you make one mistake, you are finished. You'll never be able to regain the popular opinion of the CO.

The CO treats everyone as if they slack on their job and are not capable of doing it.

very committed.

I dotn know.

Leadership is not very committed to creating an environment of respect and dignity. If the CO does not like a person, the person is treated with suspicion and placed under a microscope. Khaki are especially treated harshly and with suspicion. This environment does not create dignity or respect.

I think we are working in a climate of fear, which does not foster trust and respect. Sailors are respected as humans but they are treated like parts, if there is a sign of imperfection, breakage, or wear and tear the mentality seems to be get rid of them and we can replace them with another Sailor.

THE CO DEGRADES PEOPLE OF ALL RANKS. "SMARTEST PERSON IN THE ROOM"

Not committed to an environment of respect. There can't be a dignity without trust, without trust there is no respect and no dignity. Something as simple as military customs and courtesy of greating and returning the greetings are not seen, khaki leadership continues to show the lack of respect for the junior sailors with the lowest form of communication.

This command has little to no respect for each other. The projection from the CO to the wardroom is that everyone MUST respect you because you demand it. You have been placed in charge of them, and they must show respect of you must make them. This creates an environment of no growth and development amongst co-workers. Problems are better solved by working together rather than the "whip and release" method.

very! i feel the CO has made it one of his priorities to enssure this.

0

The leadership is not committed to anything but getting off the ship. Everyone with in the leadership can always be heard saying how bad the CO is and at the earliest time they get to leave they will.

Higly committed, almost a bit too much to where it seems the chain of command is directed to be overly sensitive.

not committed

Not committed at all at the senior level. Ive witness Officers being called liars even though several will adamantly agree that the CO said one thing and when he is questioned he will belittle them, cut them off, and challenge them to prove it.

I don't really know the command intentions when it comes to creating respect but what the perception is, is that it is not there. Junior sailors are held at a higher accountability than the ward room when it comes to being held accountable. If an officer engages in the same offense as an E-4 such as alcohol related offenses the sailor could be separated from the navy while the officer will go on as usual (actual event). The command does not trust the CPO mess and uses them as a negative tool to accomplish tasking at the command. In my own workcenter we have leadership at the divisional and dept level (one person) who is was gone would solve a lot of problems in our dept with respect and dignity. This person tells the divisional leadership to not tell people good job because sailors will start to slack if you reward them. This person schedules work on peoples day off to bring them in and continually belittles people in public.

I am not sure this is possible with this culture.

I am not sure but basically if you are an officer in this command you are ENTITLED and WILL be given respect. We all know that is true but the Chain of Command stresses this to the crew.

the crew has lost respect for themselves because we were always told that we are the worst ship on the waterfront when it comes to liberty and our achievements in the past years during the previous captains tenure was mediocre and we are bare minumum sailors.

The crew was forced to admit to the things mentioned above during the dsra when the e6 and e5 was put in charge because the khakis (chiefs and officers and dept heads) was forced to admit that these things happened because of the trend that the previous captain instilled and because the khakis are not being leaders. the kahaki standown was not going to end until they had an answer for the CO

respect the tradition of the CHIEF MESS!!~

3. How would you describe your experience with your check-in procedures when you first arrived at this unit?

fast and friendly

Good. No real complaints.

Felt tossed around and ignored

It was a smooth and fast process.

Na

It was great i was picked up from the air port and driven to the ship by the duty driver.

I first arrived to a lot of hostility not on my behalf but from what has gone on in the past. Everyone wanted me to make my own assumptions and I see why. When asked by the CO if I had any questions when I checked on board. I responded that I wanted to learn (b) (6), (b) (5). The response given to me by the CO was "I want you to be realistic and not set your standards too high. (b) (6), (b) (5). I dont want you to be disappointed.

I didnt go through command indoc until weeks later, and during that time I had to find out what was available to me on my own. By the time I went through indoc I already knew half the information and what was expected of me. Sometimes, at the cost of making a fool out of myself. I felt lost, and the transition to my first ship was a rough road

Nothing significant to report.

Disorganized. When my sponsor checked me in, it was more of a "figure-it-out-yourself" kind of situation rather than one where my sponsor helped me and guided me through not only the check-in progress, but the work environment. The junior sailors in my division were more helpful to me than anyone else. When a fellow FN or SN has your back more than your chain of command, there is a problem.

it was shitty and i dont remember any of it besides that

Just a body for moving stuff. I never got to completely check in.

Check in was taken very serious. They made sure I met everyone including CO XO CMC. Nobody was skipped, not even the lowest priority.

No comment.

Smooth enough.

My check in procedure was probably good, but I couldn't be 100% because with this being my first command I was not very confident in myself.

It was very friendly actually, everyone was pretty nice and honest.

The check in process is simple. you come to the ship, you get a rack, you get a check-in sheet and your sponsor shows you around and takes you out to eat. you introduce yourself at all hands call.

I feel like I was left out. Check ins after me recieved barracks rooms within a few days of arrival, whereas I had to do all of the necessary exceptional sailor liberty packets to even submit a request for one. Now, white card liberty sailors are allowed barracks rooms without doing any of the quals at all. It doesn't seem fair at all.

Furthermore, my sponsor was re-tasked within the first week of my arrival and I was basically forced to act on my own and figure things out for myself.

NO ANSWER. MY CHECK-IN WAS OVER (b) (6), (b) (5) AND BARELY REMEMBER HOW IT WENT.

At the time the check in process was 80% on my own but I have seen some changes when it comes to the process.

The command was different at the time, i felt that people were looking out for more than just themselves at the time. Now it feels like people are less inclined to do so and I can't blame them.

One of the first things told to me from my LPO was that if I ever made a mistake that he would "do everything in his power to ruin my career". My command INDOC was also rushed and I didn't receive the same amount of training and time to complete check in as others who came before and after.

My check-in too this command was good, that was of course before our new captain.

When first checking in to the command there were no problems at all. When first arriving the PSD there was the LPO and my Sponsor who picked me up. Which then started the check-in process and in all it took approximately 96 hours to complete, and for the most part transitioning to the 7th fleet was smooth.

No comment.

My check in procedures were expedited to minimal requirements. Never fully completed the paper work associated with checking in on board.

0

Hectic, little information provided via email.

No complaints, different leadership when I checked in.

My division did not know i was even coming. I had to arrange my flight and getting from the airport to the ships by myself and then had to find my ship alone when I got to the base. The first thing my 1st class said to me was who are you.

MY INITIAL CHECK IN TO USS SHILOH WA GREAT AND THE MORALE WAS GREAT ALSO DUE TO (b) (6), (b) (5) BEING THE CO HE CARED ABOUT HIS CREW AND TRULLY HAD AN OPEN DORR OLICY UNLIKE OUR NEW CO (b) (6), (b) (5) HE RUINED THE MORALE ON THIS SHIP THE DAY HE ASSUMED THE ROLE OF CO OF SHILOH AND HIS PUNISHMENT FOR EVERY OFFENCE IS SENDING PEOPLE TO THE BRIG.

The check in process was effective. New sailors have the opportunity to meet the chain of command, receive an introduction to life in the navy and the new environment, familiarize themselves with the ship and express their career plans and goals.

There was plenty of guidance and help available when I first arrived. No complaints.

never finished it.

It was fine.

No issues with check-in

Damn, that was almost (b) (6), (b) (5). It was great. I love what I do and I love my Ship.

The video about your first 72 hours on board is a joke. It is in no way accurate and should be removed from the process. The time line for signatures isn't realistic. Everyone has a job to do, and sometimes they won't be available during a new check-in's first 3 days. The new gain and their sponsor should not be reprimanded for such.

My check in procedure was terrible. When I asrrived here on plane my flight was delyaed so all the buses to the base were gone. So I had to figure out how to take the train from Narita to Yokosuka. If there wasnt another sailor there with me the was coming home from leave who I just meet. I would of never of found my way here.

Good

NSTR

Check in process was fine. Everyone seemed very professional and level headed, but actions speak louder than words.

Terrible. I was (b) (6), (b) (5). My husband was also at a sea command out here; his command was very understanding allowing him time to go get housing and letting him stay there. My command did not allow me anytime to get housing, took two weeks to approve me my chit to live with my husband as overall navy policy allows. I was then given a private advice and unprofessional talk by my LPO at the time stating (b) (6), (b) (5). No male or female sailor in my division single or married was given a lecture like this. I have had no record from my previous command or this one that hinted I would do anything of the sort. It was incredibly unprofessional. When I confronted him properly and professionally I was told to be quiet and I know nothing because I was lower ranking.

good

Ineffective

FANTASTIC!

Checked onboard 2 years ago under a different CO. A check in process is a check in process.

My sponsor checked me in quickly and got me going and motivated due to the sponsor's enthusiasm, energy, and drive.

Helpful.

it would have been better if we Fire the Commanding Officer

I arrived two years and I really enjoyed my job and chain of command.

Good.

my check in went very well but i feel as if CMC should be given back his role in awarding the command ball cap to new check ins because that was his thing that he did here and since we preach PRIDE MISSION TRADITION, why do we not keep the role of tradition by letting CMC award us the ball caps.

i never fully checked in

My check in procedures were satisfactory.

We went underway for Christmas the day after I checked in.

My check-in process wasn't that good. INDOC took longer than expected. I didn't see the CO for weeks. Sailors don't get ball caps when they check in as you should. SHILOH needs to go back to doing business the way the rest of the Navy does it. When you check in you meet the triad within 72 hours and the CMC should be the one to give you a ballcap. Also push to make INDOC happen within 30 days of a Sailor's check in.

My check-in was fine until one officer welcomed me with a threat after he asked me a few questions about myself. He said I wouldn't like him if I do not please him with my job performance and he's going to make my life a living hell.

Check-in process was horrible. I did not have a rack, the rack that i was given was dirty and did not have clean linen. My sponsor did not walk me around the ship, i never completed my checkin sheet. Receieved my command ball cap after buying my own at the ship store. It was just horrible.

the lpo helped me with my checkin process it went great.

My check procedure was strange i went from going to indoc then the week after i when out to sea for about 50 days i didn't really get a chance to settle which was very challenging lucking for me I'm single.

Check-in procedures were adequate.

I was in TPU for a month before getting here. When I finally made it here I settled in quite nicely. Most others were busy doing thier tasks to introduce themselves, but I found out what was necessary and I'm good now. (Still have not finished my check-in sheet 100%)

N/A

My check in experience was based on a different chain of command and was fine.

SHILOH leadership and crew were very accomodating to Air Department needs despite a fast turn around from an underway on board MUSTIN.

Good sponsor. bad command. Bad CO, Bad XO.

Check in was decent.

good but need a INDOC program more often..

Horrible! Not just the command but the base liasons for new check-ins especially new check-ins with a family and pets needs to be re-addressed. A family should not have to stay at Navy Lodge for months awaiting housing. Additionally, families should be forewarned that on-base may not always be an option and the costly amount of money needed up front to live in town needs to be addressed somewhere along the check-in process whether at AOB or onboard.

My sponsor was great. He already did everything for me before I arrived. He ensured I had my uniforms (FRV) ready, preordered my name tapes, and ensured that my housing situations were taken care of. My sponsor did a great job.

It was good.

Okay

Was well taken care of by my fellow Sailors.

Not Good, I checked myself in I had a sponsor but he wasn't anywhere to be found.

They have changed dramatically since I first arrived, for the better.

I checked in under the old command so it's not relevant to the current but to answer the question it was terrible I reached out to my sponsor on at least a weekly basis prior to my arrival to ensure that I had everything good to go and all the information I needed only to get no response.

Null and void.

0

didn't do it.

Chaos. Despite my many outreach attempts, I had little to no assistance getting my family here and thus I found myself guessing at how to accomplish things. Poor sponsorship program.

My check in process was moderate the stand out part of my process was that my CO check in was not an individual check in or meet and greet with my CO, it was in tandem with another sailor that had checked in and was very rushed, nothing like a check in that I have had at anytime in my career.

GOOD

My sponsor made sure I was taken care of prior to and during my travel to Japan and checking into the command.

Normal

The check in process was fine.

Great

not applicable to this survey

My check-in was fine, I did not have too many questions and felt prepared for my arrival.

When we arrive on board, we are expected to work late from the first night. I worked until 2100 my first night on an assignment, having just landed in Japan 10 hours earlier.

We give no opportunity for people to take care of what they need to take care of when first checking in.

If you need to set up a car or housing, it near impossible to do so because you are expected to stay overtime from the beginning.

If you try to leave to take care of housing for example, you are treated as if you are skipping out on the job or taking off too early.

Mostly good, though I wasn't always sure what to do or where to go.

My check in procedures were adequate.

Standard, nothing out of the ordinary.

Stressful.

I never completed my check-in process.

The command has improved in the check in process since I checked onboard. When I was in route to the ship, I was barely in communication with my sponsor. I had to pester for instructions on getting from Narita to the base. When I checked onboard, I do not remember receiving egress training, EEBD training, and I may or may not have seen the 72 hour video. The check-in sheet was a joke. Command sponsorship has vastly improved.

The check in process in SHI is broken. There is no follow up and no control on whether or not a Sailor is fully checked or not. In fact, when I arrive here a couple of years ago, the ADMIN office personnel were surprised that I completed my check in sheet entirely and then they acted as if it was not necessary to do so. For me it is not a big deal but for SN Timmy....maybe it is. Today, the system is still the same. How can we fix this? allocate time for it? Use the first 72 principle? during check in you and your sponsor just check in not check in and a million other things?

I DID MY OWN. I AM A BIG PERSON. I DID NOT WANT ANY ONE TO SHOW ME AROUND JAPAN OR WASTE A DAY TO DO THE SAME.

The best! My sponsor took care of everything....No complaints!

check in was okay except cant leave base until you go to AOB/ICR, even if you were in japan as a duty station before. also check out is pretty bad. CO sits on evals and makes people stay until the last minute to sign their evals. wont approve TIS forms but then wont tell anyone until last minute. makes people get brought back to shiloh on the boat in bad weather cause CO didnt have the evals signed in time. delayed transfer for a bunch of sailors by making them get underway because he wont leave them on the beach since he doesnt trust enlisted on the beach with shiloh not in port. all the officers got off the ship right away though when their transfer date came.

Check in process was fine.

The command was great 3 years back so my check in was a great experience.

Checking in isn't the issue, its checking out. This command is notorious for failing the sailor and setting them up for failure to process out of the Navy, or get to their next assignment. Evals and fit reps are delayed weeks for no reason. The bigger issue is those who healthily seek sanctuary and respite by confiding in mental health programs or religious assistance receive punitive reactions from the Captain in manner of reduction in qualifications or intensifying workload for their peers. Those who seek mental health care are put on liberty risk, which has the opposite and adverse affect. This needs to be corrected, if you seek mental help, you shouldn't spend the next year plus on liberty risk. At this rate more and more sailors will seek mental health...but not to worry from the Captain, his view is sailors are replaceable...a common mantra he likes to remind everyone of.

When I first checked in, the process was kind of hectic. I was always told I needed to do this or this at the last minute. Not even told to do a certain thing, and that caused me to be lectured on why a certain process was not completed.

4. Are you proud to be a member of this unit? Please explain.

No. I feel we like to make statements (negative) to the waterfront to let other commands know how we operate, i.e. Sending individuals who were processed thru non judicial punishment to the brig.

No. If I'm out and wearing my CMD ball cap, people come up and say that they are sorry for me... Even our ISIC. This is common knowledge.

It depends on whom I am talking to. Were I speaking to another sailor from Japan, absolutely not. We have gained a waterfront image of "Cruel and Unusual NJP punishment". I think that I will still have fond memories of this station but will be glad I am gone. I believe that the USS Shiloh is not a good introduction to the United States Navy and if I didn't know any better, I would be separating.

No. The way people are treated onboard really makes me sad and ashamed to be in the Navy. The priorities of the chain of command just confuses me. Duty days go; Offgoing cleans the ship at 0615, turn over/liberty expiration, quarters, clamp down, work, liberty, duty section musters to clean the ship, 0615 repeat. The ship isn't that dirty, more man hours are taken to "Clean the ship" then they are to conduct real work. There was a discrepancy during an inspection about two containers of soap being opened and both were half full. The ship and the Navy are concerned about "First world problems" because we are not in a battle or war.

N/A

I am chose to come here for personal reasons involving my relationship. Since being here I have not had any problems fitting in, but it seems most other people can't stand it here. If they don't like it here that makes me feel uneasy. But in the end, I will do my best to leave the ship with good memories of my great work.

I am proud of the crew because we have a very strong crew, but we have very poor leadership and for that I am not proud to be a member of this unit. The only member within the leadership that is respected (and also gives respect to the crew) is our CMC. Our CMC is the only positive and effective member of the current leadership.

Going out to sea is very hard so most people would judge the ship and the command base on the schedule when the commanding officer don't have any control over that unless He/She volunteer us for all the special assignment then that would be horrible.

im proud to be part of my division and department. but the command its self. not so much the morale is low and everyone is unhappy by the way things are being ran.

I am proud to say that I am able to serve on the BMD Commander ship, however since I've been here the morale and retention in my division is extremely low. The first thing that i heard when checking onboard was, "welcome to hell"

Yes, now that the two bully on my division are gone. I can do my job and perform up to my highest capacity without having any fear of getting yelled at for not being perfect.

I'm proud to be a Sailor in the Navy. As for SHILOH I'm here doing my job as best I can to stay out of trouble and advance my career the best I can. SHILOH doesn't necessarily inspire pride in me.

Not really.

There are a number of little issues the command has that irritate me, like how nobody can seem to use the IMC correctly. With nobody enforcing the little things, how can we expect the big things to follow through?

Sometimes it feels like the upper chain doesn't consider the lower ranks as people, but rather as cogs that make things work. Sometimes it feels like their own career or image is more important than the welfare of the ship and crew. It is difficult to believe that they would have the crew's back.

No. I leave here on a daily basis and do my best to forget the day on my transit home. I to am just here to power through this command and move on to somewhere else. I came here wanting to have a positive impact, change some deficiencies I noted and leave the place better than when I found it. Deep down I still do however, like many I am fighting to keep my head above water.

NO. I am not proud to be apart of this command. This command has taken a turn for the worst in terms of paperwork, respect, and handling of issues. I was cornered in an elevator and was told how much my command is hated by a base brig officer during drydock. I do not wish to tell people i am apart of the Shiloh because the reputation our captain has developed. Tech reps do not want to come to our command if they have to deal with our CO, future sailors are trying to cancel orders if they are selected for this command. Its very sad to know that sailors in the USA know about our command and do not want to come here as long as our CO is present.

no i am not i am counting down my time to leave this command i start liking the navy again

i am not proud to be a member of this unit and i always wear my NWU cover as opposed to the command ball cap in public because everyone in the fleet and shoreside knows how bad it is here. even my leaders hate it here and they are the ones making my life worse. they do not allow us to go home and see our families and the expectations here are absurd. i am punished for sleeping and it seems like people here like to brag about how much sleep they HAVE NOT received. it is very unhealthy work environment here. I do not feel like each level of rank here is empowered.

im proud to be in the navy.

I'm still proud to be a member of this organization because we accomplished all our mission. We have a great team although there are some things that needed to be improved but I know if people set aside their pride and their self interest, this command will be one of the greatest command in the fleet.

No, we are constantly talked about on the water front because of our climate and chain command.

Yes, but no....

Everytime i head out all I ever hear is "Who is going to the Brig this week?". Or, "How many got they're carrer screwed with this week?"

Heck no even taxi drivers Know us by the ship who has the worst captain and people trying to commit suicide. I would be more proud if I had a good captain

Semi proud. I dont like being deployed without knowing when ill be back home and this command is all about figuratively throwing each other under the bus. I am proud to be able to say i defend my country and our allies and that we are why all these countries can sleep easy at night.

No, when other units look at me and see where I work and they feel sorry for me.

I was proud due to my initial leaders recognizing the hard work that I put in to try to make a good impression on my division. Yet as time progressed and new leadership turned over, there was a mix of warm and cold feelings, which is natural. It is difficult to be proud now due to how the chain of command has viewed my weaknesses more than the many strengths I have brought to running workcenters and programs and dealing/mentoring juniors. I have been mostly not required to be supervised due to the trust given to me by my leadership so I'm more or less proud as a balancing act.

I am not proud nor am I discouraged. We are the BMD Commander. I take pride in trying to be the best ship on the water front. When i look at the crew (officers and enlisted), Dilbert Principle comes into play.

NEGATIVE. Everywhere i go and people see my ballcap all they say is "Oh Shiloh im sorry that sucks" The whole waterfront is aware of how low morale is and how terrible this command has become. I feel like i would be better off being a hobo in San diego than show up to work onboard USS Shiloh.

Na

I can not wait to leave this place. The only thing that keems me going is that i know i will leave some day, and i pray to GOD that any place is better than this one.

no

To continue my comments from my experience when I first arrived. My experience with my division leadership at the LPO level and the current Divo level has continued to go down the same level. The LPO at the time and the current LPO and both current Divos refused to allow ET2 Hearon, my wcs at the time, time to get medical assistance when he requested it and mentioned he needed help. Multiple times. The LPOs current and the most previous did not take kindly to constructive private criticism to leadership skills. Current Divos(Divo and EMO) are either unknowledgeable in divisional workings or distant and strict in how to talk to chain of command. Being sent TAD as punishment even though they were able to officially state it was due to them needing a tech with less quals to stay in the division versus myself was the greatest blessing. I never want to work for them again. Ever. Their lack of attention as a whole to divisional personnel has encouraged my decision to get out.

To be honest I am and I am not. I'm proud to be in the navy and serving on a ship. I am not proud of the reputation that this ship holds especially when you often times hear of how bad it is from other people outside of my ship. Anyone from taxi drivers, to fellow members and civilians all have negative things to say about the ship and its most senior leadership. The thing is hear most often is " What ship are you from?" And when the response "The Shiloh" is given I often hear " Oh I'm so sorry", " Oh I hear your Commanding Officer is a prick.". It gets tiring.

I am proud to work with my division. I absolutely hate this command.

No. It's very well known on the waterfront how low the moral is on Shiloh. That isn't something that I like to tell people that I'm apart of.

No. This ship has become more of a joke to everyone on the water front. It doesn't make me proud when I tell someone that I'm on SHILOH and they respond with "man that sucks" or "you're on USS bread and water".

No. I use to be eveyr day. I use to tell people that I'm on the 2014 Battle E winner USS Shiloh and they use to say how lucky I was. Now when I tell people I am on the Shiloh they say I am sorry to here that. I think it might be because we have over 25 NJP's with some people sent to the Brig when some sailors were first time offenders who made samll mistakes. Alot of things use to be handle in house so the chief and Dept Heads still had the power to correct a sailor without ruin there carrer. Now it feels like the Khakis are powerless and do not have capablaites to run there Dept like they use to have. When your ship has a 3 day stand down and fires all of the Khakis. How do you think the effect the crew when you cant go to your chief or your Divo because there is nothing they can do to help you. How can I be a proud memeber of a unit when the "Unit" is not proud of there sailors and there leadership

NO

Were are known for beating our people down for bread and water.

Not the work we do.

I'm proud of most of the E6 and junior. We are the Shiloh. Some khakis are nice, but they live in a different world.

YES, I love my ship, the 3 s's are what I live by. alot of people including my chief and fellows second classes think the first s is self. but its Ship. The USS Shiloh is the most important thing to me hands down. I love my Ship and I take care f my Shipmates. The Navy is not a way of life, it is my life. Everything else is second. Thats why its a selfless sacrifice.

No I am not a proud member of the USS Shiloh. Other people from other ships know how messed up our ship is and are thankful they are not on our ship.

No, I wear my 8 point cover because I do not feel Shiloh pride. The command has ostrasized anyone who stands up for thier junior sailors.

no not at all i tell people not to enlist because of this place. such a toxic work enviroment its depressing

I can't say I'm proud because most individuals outside of unit only have negative things to say about it.

Despite the challenges, there are members that work hard, go above and beyond than what's expected of them, inspire others, and are proud of their unit. Like them, I'm proud of my unit, I'm proud of my country's navy combat team, and I wish to see it get better.

I WAS PROUD WHEN I 1ST CHECKED ONBOARD BUT THAT PRIDE DISAPPEARED.

No i cant wait to leave honestly im pretty miserable because of my work enviroment i like my job but i dont like being talked to like an idiot and made fun of.

I was when I first arrived. But after seeing shipmate after shipmate's career ruined for doing things that would be LAUGHED at in the real world drive me insane. I can honestly say that I am ashamed to be a Shiloh sailor and given the opportunity I would love to transfer at any time.

No, I try to avoid mentioning what ship I am from so I do not have to deal with the questions. The most common response when i say what command I am at is, "I'm sorry to hear that." Many members of the crew stopped wearing their ball caps with their NWUs to avoid similar encounters.

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I am very proud to be a member of this unit back in the days but after the change of command I am not that much. Every single sailor on base know the ship and not because all the good things we did if not all that happen after the change of command.

No, I do not feel proud. I don't resent my command but I don't feel the pride that I feel I should feel about my command.

Initially I was very proud to be a member of USS Shiloh, but as time passed events would slowly chip at the source of motivation and determination to keep me in this command as well as making this a career. Henceforth, no I am NOT a proud member of this unit.

Absolutely not, I do not believe that this command could operate efficiently if we were too go too combat. There is too much distrust, competition, absolutely no team work, and lack of communication.

I am proud of the mission we are here to do, however I am not proud of this command. One of the first thing I was told about the ship when I got here was that it was known as the "USS Bread and Water" due to the captain handing out brig time for every little thing. We are also made to do things that other ship's on the waterfront are not. I was restricted to the pier for the first 2 weeks I was here due to the commands policy for new arrivals. No other ship out here has the same policy. We still also have the liberty card policy and have our liberty restricted when most other ships don't have this same restriction. There are seaman straight from A school or even RTC that have more freedom than I do as a 4+ year E4 sailor with no counseling chits or NJPs. Choosing the Shiloh as a ship was one of the worst mistakes I have made in the Navy, and I would prefer any other ship on the waterfront over this one and would encourage sailors to not take orders here.

I was at one point with the people I started off with, but since the recent changes in leadership and current members, there was a steep decline in being proud of my unit, We have improved but it will take more time for me to adjust to the new climate I find myself in.

No, I hate wearing my Shiloh Cover. When I used to go to shore patrol people would apologize when they found out I was on the USS Shiloh. I've heard that other ships warn there crew to stay clear of Shiloh sailors because we are distraught. I hear people talking poorly about my ship when I'm in the commissary or NEX. This ship has turned into an embarrassment and a circus. I used to be proud to be a part of one of the best ships in 7th fleet, and the reason why I chose the Shiloh is because it was so well spoken of by my mentors. I count down every day I have left on this ship and in the Navy. The retention rates is proof of this. Even some are re-enlisted so they don't have to Otep which was an option I was considering.

SOMEDAYS I WISH TO LEAVE THIS UNIT ON THE ESSENCE OF EXPERIENCING NEW ENVIRONMENTS.

I used to be. SHILOH was a ship that had an important mission and it made me proud to be a part of it. Now, I worry that this command is disgracing itself with the way it treats it's sailors and how that reflects to other commands in the fleet. Telling someone you work aboard SHILOH is often met with sad sympathy these days.

I can only put this one way. I do not wear my command ball cap even when we are moored to the pier. I wear my eight point NWU cap so that I dont have someone at the NEX walk up and ask me " is it really THAT bad!?" I have pride for the ship itself and the crew but not the leader. And when i say leader I mean (b) (6), (b) (5) Our CMC is one of the best in the navy and he does whatever he can as a masterchief to stop the tyranny but he is only one man. He should be commended for his work on board and (b) (6), (b) (5) should be relieved of command.

no

Of course i am. Ive worked very to get where i am and i a m proud of the place ive reached with the smart people that mentor me.

I am proud to be a member of the US NAVY, but for this command inparticular, I have my "ups" and "downs".

No.

I am pretty bitter with the navy for being sent here.

Not at all. The morale onboard the ship, from junior to senior enlisted is at a groundbreaking low. Any and all comments and concerns that have been addressed to higher authorities have been responded to with roundabout answers that leave only more questions and greater dissatisfaction. Our Command Master Chief, who was once a reliable source to bring junior enlisted complaints and grievances to the upper chain of command, has unfortunately been all but stripped of his power and influence. This is my first ship, and my experience on board has made it plaintively clear that it will be my last ship.

Det-2 of HSM-51 is the best air det ever.

Yes I am but at the end of the day this command will not make everyone happy even if they gave them leave for 1 week free. Some people don't like being far from home, don't like the constant work. I find this command very easy to be with. Follow the rules, do your job, go home. It's very simple. Yes we are constantly in and out of ports, yes we move on short notice. It is very stressful. We are literally the first line of defense, we are top gun out here. This is why people joined the military, to defend the mother land. I am really happy to be out here, constantly working, the day never gets dull. There will always be the 1% that can't handle it, which is understandable, no command is perfect.

No. If I felt confident that I was working towards advancement, I would feel proud. I dont feel that the jobs they have me do will promote that.

nope not even a little bit this command sucks

I am not proud to be a member of this unit. The command has a negative reputation on the water front.

Absolutely not. I would be proud to be in a work environment filled with hard workers who work to go home, meaning who get all their jobs done quickly and (more importantly) correctly so that you can go enjoy the rest of your day. That is not the case here. Regardless of when you get your assigned work completed, my division has to work three or four hours past all the other divisions every day because of a big political war to see who's a bigger boss between my chief and the other chiefs in our department, like children trying to boast about what they have or whining about what they don't have. I have no interest in working for children, especially children who managed to get anchors on their collars.

In many ways yes, the missions and situations I get into and overcome with Comms bring great fulfillment and pride to me. I take pride being in the forefront of the defense of the Westcoast of CONUS. But that is all hazed over by the stress and discontent with particular members of leadership at times.

I'm proud of the importance of the ship's ballistic missile defense. However, I'm not proud how the sailors of this ship are treated. It seems like most of the ships on the waterfront have extremely higher morale. They are given more freedom than we are, they don't fear that they'll be taking of rank or sent to the brig for the slightest mistakes, and they get to visit all the ports everyone wants to go to and see more of the world. If the morale was higher, I feel this ship would be more of something to be proud of. But, instead it feels like a floating prison.

I am not proud to be a member of this unit. I have second thoughts coming aboard the USS Shiloh in my short time.

With everything else I have a great chain of command until it gets to the triad. I am proud of everything that I do until they find ways to bring me down.

Yes, they are my people

if i agreed with you we'd both be wrong

I am very proud.

No, we're treated like children

Absolutely not. It has soured my experience of the Navy, drained me of motivation, and driven away yet another competent individual who was excited to serve their country

YES!!!!!!

I feel that my command is known for its harshness at Captain's Mast. I don't think I have ever heard anything positive about my command since I've been here.

The khaki are not appreciated or respected for their work or leadership. The Captain explicitly discredits their efforts and position in front of the crew. Instead of encouraging the effectiveness of capable officers and senior sailors, he prefers to micromanage their undertakings and prod them along the way. A notable example of such demeaning behavior is a "khaki time out" where the khaki were confined to a room and forced to take blame for every incident regardless of affect or charge and especially when it was none of their direct influence or of minor concern to their department. I dread coming to work. A deep down dread consumes me. It may look like SHILOH is successfully completing the mission under good leadership. Don't be fooled, it's the sweat and toil off the backs of our sailors and officers alike that is getting the mission accomplished. It's not a reflection of the XO or CO.

No. This is the first time I experienced racism in the military and no one cares.

I am proud to be in the Navy.

No. We have burnt a lot of bridges with commands on base and in the water front because we expect for them to cater to our needs. We refuse to accept No for an answer.

not really. everyone on Yokosuka knows about (b) (6), (b) (5). we are famous for not getting liberty but just working and hoping to not go to the brig. this guy should be fired, if he isn't we need to have a CMEQ survey every six months to keep him from taking reprisal against the crew. last time the CMEQ survey came out, he put all the khaki in a room and put the first classes in charge on short notice. then he blackmailed the khakis to either put in writing how messed up they are or else they would have to work the weekend until they put in writing how messed up they are.

Funny you should ask - Pride, Mission, Tradition is our motto - no one is proud to be on Shiloh. We don't walk with our heads held high on base and are often embarrassed when asked what is going on over there on Shiloh. We are unprepared to conduct our mission, we set weapons posture 1 without signed battle orders although we had 8 months to get them signed routed and in effect, no doctrine available to protect ourselves on station in the South China Sea. We pick and choose what traditions we want to practice. If it has its roots at the academy or in the wardroom then yeah we follow that tradition but if it's an enlisted or a Chief tradition, it's not a tradition on Shiloh especially if the CO disagrees with it.

YES! We are the only BMD Cruiser in C7F!!! We are the first line of defense for Japan and Homeland. I am part of a team that is the "Best of the Best!" Wouldn't want to be anywhere else.

I USED TO BE. WHEN US KHAKI'S (CPO/OFFICERS) WERE ORDERED TO HAVE A "KHAKI STAND DOWN" AND SIT IN A ROOM FOR TWO STRAIGHT WORKING DAYS TO WRITE DOWN AND "FIGURE OUT WHAT IS WRONG ABOUT THIS COMMAND AND HOW WE ARE GOING TO FIX IT" I LOST COMPLETE RESPECT OF THE CHAIN OF COMMANDS ABILITY TO SEE ISSUES "GOOD OR BAD". THIS SOLIDIFIED MY OVERALL FEELING IS THE CO MAKES UP ISSUES (SUCH HAS US BEING THE WORST SHIP ON THE WATER FRONT BEHIND THE CARRIER) JUST SO HE CAN SAY AND SHOW TO HIS BOSSES "HOW I FIXED PROBLEMS" AS HE HAS SAID HE IS HERE "TO FIX US" MORE THAN A COUPLE OF TIMES. WE WERE SO TIRED AND ANGRY OF JUST SITTING THERE DURING THE STAND DOWN AND IT WAS SO BAD THAT IT MADE ALOT OF US RESENT THE CHAIN OF COMMAND. SO IN THE END WE PRETTY MUCH ENDED UP WRITING DOWN A BUNCH OF STUFF SO WE COULD GET BACK TO WORK "AFTER ALL WE DID HAVE A SHIP IN DRY DOCK". THE COMMAND HAS NOT GOTTEN BETTER, WE ARE ALL JUST USED TO THE BS.

Absolutely, I am proud, damn proud, my family is proud of me and my Sailormans shipmates. There is absolutely nothing anyone can do here or anywhere to erase my smile and honor and pride when I think or speak about being a US Sailor and specifically about being a SHILOH Sailorman. It also buys me a lot a free drinks. We do an important job in the overall national strategy, we need to talk more about this to the junior Sailormen who don't have the experience or background to understand this. Let's talk about the thousands of Sailormen that out there on this same waters on eternal patrol, let's stop on one of those places and pay tribute, let's make them understand that what went on a mere 76 or so years ago can happen to us anytime when we get underway, and for the Navy's sake let's not forget that those on eternal watch endured a lot more that we do. That would make SN Timmy proud and maybe buy him some beers too.

I am proud to be an officer in the United States Navy. I am proud to be where I am from and to have done what I have had the opportunities to do. But I am not proud of this unit. I am not motivated to do my job because I want to make the command better or because I want to please leadership. I do my job because I am responsible for the sailors entrusted to my leadership. I want to perform for them because I know I can make an impact and a difference, but I do not feel the same for the command. We preach proactivity but we spend hours planning a schedule which may or may not be adhered to. It's better than it used to be during DSRA, but it is difficult to understand developing plans of the week two weeks in advance when the schedule is constantly shifting. We preach pushing qualifications for our sailors, and divos push them; but who pushes ours? Again, reactivity- -there has to be a better solution than marking people as delinquent and assigning them EMI.

When I tell people on base who are not apart of the command, whether military or civilian, that I am on SHILOH, they tell me how sorry they am.

Yes, because I work with some great people. No, because everyone here seem beaten down and nothing is consistant within the unit. The Unit does additional stuff which make the work environment more stressful and time consuming. Then, we are force to work later and on weekends to make up for loss time.

I am proud to be a member of the Navy, but not of this unit. I was told when I arrived not let this command influence my decision on a Naval career, and after time on-board, I understand why. With uncoordinated training cycles, maintenance planning, ship scheduling, overall op-tempo, etc, it makes it really difficult achieve a normal workload and feel a sense of accomplishment. When things don't get accomplished, it puts a strain on junior sailors who have to constantly explain why simple tasks aren't getting completed, and it becomes a demoralizing and vicious cycle. This creates too much stress on different command levels, and sometimes the outlets get misplaced. In-port time should be time able to be spent with friends/family, not working until after dark to prepare for the next underway. Proper communication, organization and planning on all levels can help to prevent this. I am ready to move on to my next command to see a different side of the Navy and possibly finish my contract.

I am not proud to be a member of this unit currently. The problems and lack of concern for the personal on this ship is known by everyone on the waterfront.

No. This is the first command in my carrer that i have felt this way. In fact, I have decided I will seperate after this tour. Until I was stationed here, you couldn't have ever convinced me to not serve 20 years, minimum.

yes. i feel i have done great work here and i feel the ship has had great sucess.

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Not at all. Its very embarrassing to be here especially when everyone on base talks about how bad it must be to be on this ship.

In some ways I am I love working with the people that I do and honestly they are the only reason I can get through my workday because it seems that overall the upper chain, not including the CO here, doesn't care about the well being of it's people as there was once a situation they tried to push that would've caused serious health problems for the sailors involved even though pretty much everyone involved kept telling them no we can't do and the only reason why we didn't do it was the CO asked the question is it safe and no one could answer the question without well if we did this, something that no one should ever have to do, then yes.

I still say that I'm part of the ship, but will get condolences for it from people outside of the command, civilian and military alike.

NO

Despite my issues with this command I do feel proud.

I can not say at this point I am proud to be a member of this unit. I consider myself to be professionally emberassed to be a member of this unit with because of ineffective leadership, lack of clear communication, lack of actual trust and meaningful responsibility placed on seasoned and experienced technicians and petty officers.

No, absolutely ashamed. Other personnel not at command always ask what terrible thing changed today and what Chief got DFC'd this week? The running joke onboard CFAY is the banner running up the brow should read: "Everytime a Chief is DFC'd, an angel gets its wings." I can only stick up for the Captain so much. Frankly, I don't want to either. He is the worse Captain on the waterfront.

When I arrived here in 2014 I was proud to be here. Now starting a year ago I cannot wait to leave here. I have only a few years until retirement and I would go so far to say that I will give it up just to get a way from here. I don't feel that I can come to work and feel that I know that I will have a job the next day. I am always in constant fear that the command is looking for ways to fire people and ruin thier careers. People are not allowed to make simple mistakes with them costing a career or money. This command does not breed trust or pride to be here. We are the laughing stock of the waterfront.

I do not have an opinion. I look at it as a place to survive not be proud of or ashamed of.

No I am not. Everywhere I go on base, when people see my command ball cap, people sigh and fell sorry for me. They heard stories on how things are done in the command and that they feel bad that I am on the command. Sometimes I do not even want to wear my command ballcap becuae of the criticism I will receive.

i do not wear my ballcap at the nex, and i dont want too. Even the taxi drivers on base know us for being the "uss bread and water".

yes

5. **How have changes (positive or negative) at this unit during the past year impacted you?**

yes and no but nothing huge

My morale is completely shot, my motivation is at an all time low, and my desire to stay in the Navy has vanished. Can't pin point a change that was necessary. A lot of changes were aimed to fix problems that didn't exist or were insignificant in relation to the overall ship's morale.

Not at all.

Na

The ship as a whole has been less motivated and more people have gotten in trouble than ever before. We have also had more mental health cases and legal cases than we have ever had. I think the numbers speak for themselves.

I reenlisted to come out here and seeing how this ship is operated. I will not pick another ship to go on and I am not reenlisting.

I feed off other people being happy, and the sailors on the Shiloh are not happy.

Everything changes with a new CO, watchstanding requirements, liberty, routing requirements and morale. As long as we are afforded as much liberty as possible in foreign ports without encumbering liberty party requirements then I am fine.

I do not care for how this place has changed me. I'm an angrier person than I used to be. I used to look forward to going to work and telling people on the streets "Hell yeah, I'm in the Navy!" Now, I desperately try and avoid anyone telling me "Thank you for your service," because I feel that I'm not doing a great service. Yes, ultimately my ship is important because we are the FDNF BMD commander responding to North Korea's threats all the time, but really I don't serve my country. I serve whatever my chief or 1st class says, regardless of whether it's good, bad, indifferent, or simply illogical. Because if I do defy my chief/1st class, I'll get officially reprimanded. I used to be proud of being a United States sailor, and now all I want is to go back to construction, there in that workplace I actually meant something. There was a respect between me and my bosses. They saw that I work hard and produce quality results, I saw they work hard too and deserve my respect. Not here.

I now more than ever am ready to leave and go to another command. It is hard to come to work every day.

this command is crappy and the enviroment it creates is not condusive to helping each other out.

It hasn't impacted me much. I still study on my own time for advancement. I just know that it should be different.

It made me really alert and gave me the eye opener I needed. How things can change so quickly and how a job really feels like. Whether you want to do 20 years or just 4 years, they'll still talk to you about your future throughout the super busy day.

Det-2 of HSM-51 is the best air det ever.

Many of the changes that have been imposed in this past year have impacted me negatively. I feel there is no trust and confidentiality within my upper chain of command, and that any issue I address will either be ignored or will be answered with reprimand. The environment of the ship has changed drastically and while things were not the greatest a year ago, it has declined exponentially and obviously since the change of command.

I'm not motivated. I don't want to learn new jobs, for fear that I might mess up on them and I don't need something bad on my record for when I get out of the navy.

I won't risk being part of an orginization where my personal life can result in loss of freedoms based on my highest chain of commands whims. I have every intention of leaving the Navy after my obligation is up due to what I have witnessed in the past year.

Changes at this unit, have been difficult for me, not so much as the changes themselves but the effects on the crew members. The members that have been here before the changes have been on edge and therefore have put me on edge. But then again, no matter who you are, nobody likes change.

Ive had 2 divisions so I can honestly say that the morale for us its actually gotten worse. We get over worked at times and get no credit for the things we do as a whole.

I have never seen this ship's morale this low since i've been here. Multiple of my shipmates have had mental break down and we've also been experincing increased amount of injuries.

Over the past year I have seen my work stress level triple and the stress on my family increase. With the up and coming 2016 schedule I am only going to see my wife less than 90 days. All I can ask is that he stops volunteering us for assignments that keeps us away from our families. I understand that we are FDNF and we are underway more than a state side ship but we are gone too much. That needs to be slowed down a bit. The ships are really starting to see their age. I really hope someone important sees this survey and knows that it's not just the blue jackets trying to take down the man rather us speaking the truth. I hope that this makes a difference at some level. Even if (b) (6), (b) (5) is the only one to read this I hope he changes his ways and improves his leadership skills.

This command's new command attitudes have adversely affected the morale and mental state of this command. We used to be a far more motivated and dedicated fighting force, but new command practices have all rolled down to the junior enlisted and have adversely affected their opinions on their job and of the Navy. I myself have been treated poorly by this command, in a manner that would get somebody fired at any other job, but I've had to deal with it because of my contract.

NEW INFLUX OF NEW MEMBERS HAS CHANGED THE ENVIRONMENT FROM ONE I WAS EXTREMELY COMFORTABLE WITH ONE I AM UNCERTAIN WITH. TOO MANY "BOOTERS" WITH NO EXPERIENCE ARE JOINING OUR COMMAND. I WISH TO BALANCE THE INCOME WITH SOME FLEET EXPERIENCED MEMBERS TO EVEN THE LEVEL OF KNOWLEDGE. MY PEERS

To be truly 100% honest I cannot think of any positive changes, I'm not sure if that is because I'm so focused on the negative or if there truly wasn't any. When it comes to negative, I now have to route a chit 3 days in advanced to stay overnight with my friends or visiting family members. I have to explain to my wife that no I cannot go out and stay at our friends house right off base because my captain doesn't see me as an adult. I cannot enjoy the country of Japan for fear of making a mistake or losing track of time and not being able to grab a hotel. I fear PMS due to the fact that if I forget a single item I will end up at DRB, or if I use common sense I will receive a similar fate. The biggest change is the morale on the ship. People don't consider each other family anymore, this isn't our home. It's a place we despise going to and cannot wait to leave.

The changes that have occurred really make me question my sanity at times questioned how far can I go in the navy. I try to see the best of all situations but lately I just keep thinking if this place is the place for me when I first started I wanted to make this a career, but recently this place has me second guessing myself with the questionable leadership & the lack of keeping people accountable for their qualifications. 90% of my problems are from duty section 4 alone like how are there PO2's out there that are less qualified than me a PO3 getting away with not standing watches they are required to be qualified in, no one is holding them accountable & also the questionable WBC and SL & their lack of effort in producing a different/fair watchbill each week. We have been short handed for over a year now & no one is doing anything to fix this, every week the same people who got their quals are getting doubled up, it feels like there is no end to this abyssal situation like no one cares.

I have been told that the moral and overall condition of the ship was much better when (b) (6), (b) (5) was in command, however I have only been here under the command of (b) (6), (b) (5). I know compared to my last command, the trust for this new Captain have been VERY low. I know of many people who have made complaints to Navy legal about how they have been treated since (b) (6), (b) (5) took command.

They have effected me a lot, I went from wanting to stay in to getting out. I have seen a lot of people, good hard working people on this boat have their careers completely either a) jeopardized, or b) destroyed because of this captain. A lot of those people we really really need in the navy because they did a good job and were assets to our ship. Now there either a) getting out or b) got kicked out.

Morale, motivation, inspiration, and determination have all significantly decreased with the exception of going on liberty

Longer hours. More irrelevant work. Chain of command does not communicate well. Rules created for the sake of having a rule created.

Positive: CO appreciate our hard work, give us time to relax and enjoy. Make all hands call to recognize all the sailors that been here for years and any other awards.

Negative: Cleaning products that we need daily there are now hazmat and without the right proper PPE we can get in trouble and one year ago those products aren't hazmat. Also ALL HANDS CALL Friday shouldn't be so late like our few last all hands call that was at 1530.

changes have severely lowered my morale.

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Negatively. I feel my liberty is held hostage, I can never relax. The work days are longer due to poor and last minute tasking. I feel I am entering a hostile enviroment everyday, and leave wondering if they are going to take my liberty away due to personal reasons.

I feel mentally and emotionally drained after a year of seeing this command go from a positive work enviroment to the tyrannical dictatorship it has become.

My liberty has gotten worse even though i havent done anything wrong.

ALL SINCE ALL CHANGES WERE MADE DUE TO THE WORST CAPTAIN IVE MET ON WATERFRONT. THAT CAPTAIN IS (b) (6), (b) (5).

More work that makes it difficult for the new arrivals. Combined with the looming threat of being in FSA is worst. Members are told that people being in it, does not benefit you in your rate in the first day and work is monotonous and endless. It is somewhat a tradition of resentment and unhappiness that is passed down from one generation to another and people are told to do it because it is their job. People are told to get their quals completed as soon as possible in addition to their work and no extensions while in it

There have been negative as well as positive impacts. There have been negative changes that seem unnecessary. For example, the liberty policy has become more restrictive and requires more approval. The same applies to special requests. They have to go higher up the chain of command. It's become more bureaucratic and timely.

Changes have added significant physical, mental, and emotional stress to my life. I find myself tired at all times during the day. I spend most of my free time sleeping and staying in my residence.

i have been impacted by getting out of the navy.

this last year has been mostly negative. the command has a saying "new rule tuesdays" because the crew knows that at any time there could be some new rule or reason that you could get in trouble for.

Negative effects this past year this, morale is low, I don't like coming into work I've been more stressed then ever before on this ship.this ship makes me not want to renlist. This CO is a virus and the crew is getting sick.

Positive, I have seen how to be a strong leader and stear the USN in a better direction as far as pride in what we do and who we are.

It seems like every time a good person leaves (for one reason or another) they are replaced with someone worse, if they get replaced at all.

The fact that I used to be scared to come to work and still am a little due to the fact that if I make one small mistakes I will be standing at Captains mast is just to much stress to bare with sometimes.

The changes in the last year have made me more stressed that ever before physically and mentaly. The demanding unplanded dry dock and the rushed inspection cycle was absolutely exaushting.

Everything is micro managed which makes our job 10 times harder than it actually should be. We are required to use out of date material which takes hours of time to get working.

I haven't been here a year yet, but this command is affecting my health.

In the past year my naval career has been threatened to the point of being kicked out. Only after I proved that I know my rights and what I can and cannot do and that I was not in the wrong, then reminding them that if this continues that I will refer this to a higher entity than you (in regards to the CO). In which case he dropped his pursuit in knowing he was wrong and that light would be brought upon this subject and those that need to hear about it would. It is regrettable that it takes that much in order for proper actions to be taken. Basically if someone shows that they don't know the system he will take full advantage of it and hold you ineptitude to the highest of his authority and punish you unfairly for it.

When we were forced to come to work by 0630 in the morning because the CO said we would be able to accomplish more early was wrong. The mismanagement of time by khaki leadership led to 12 hour work days every work week throughout all of the dsra period. Little was accomplished that was needed to be accomplished not because personnel were not there, not knowledgeable or unable to complete work; but rather because the issues focused on and stressed were not as mission critical or important as those ignored. Tag out process was a streamlined system that efficiently and correctly kept people and equipment safe. When we went into dsra the tag out program safety and administrative rules were expanded to make a three hour tagout into a six or eight hour tagout. Time management such as this led to loss of work accomplished.

The moral on this ship is lower than anything that i have ever seen or heard of.

Na

It has made me decide that i would not want to stay in the navy but other things in my personal life require me to. If i could put in a 2 week notice i would have put it in a year ago. Every morning i have to fight to get up because i feel like i dont want to walk into this work environment where its just miserable not because of the work but because of the climate onboard.

There is alot more admin work to do to get 5 min of work accomplished.

Leadership does not entrust me that i went to school for 2 years in regards to my equipment. They are scared of the "WHAT IF". Let me...the SME explain to you how things work.

More experienced personnel and leaders would make programs and divisions run more efficiently and effectively instead of providing brand new leaders with no experience and bringing in those loose-end slips in the crack type of sailors who do not want to nor know how to contribute. There needs to be a more serious assessment of such personnel before bringing them onboard, which is the main cause for the current problems of inexperience and lack of effort. From the upper chain down to the grassroots there needs to be a voice in promoting the right people for the job and not just for manning purposes.

Ever since we have gotten our new CO the commands been impacted negatively. I do like that he wants to know whats going on but doesn't care when we do not have the resources to finish the task.

It has made me wonder if the navy is even worth staying in. It reminds me very much like communism.

It has been only negative since this captain arrived. We are undermanned and we can feel the moral of the ship going down rapidly. Everyone just wants to drink alcohol and get away from this place. I wouldnt be surprised if oteips are pulled and reenlistment drops. It would be better if we received a new 0-6

Negative, I honestly think about getting out. If il had a better plan I would have. I Love the Navy, Looked up to it all my life. But this here latly pushed me away. It's stressfull for no good reason. It seems to just be getting worse, I really hope my next command re-lights my ambitions.

I have had multiple issues with my wife, my career, and my health mostly stemming from this toxic environment. I will not be reenlisting and have chosen the quickest way to leave the Navy. I know a lot of my shipmates are reenlisting only to leave this command. I believe the best course of action would be an investigation, I would like to go to a board but due to FST-J I was unable to participate.

I think the way the CO is doing for the command is better. He is changing things because he knows that our system in the past is corrupt and he is just doing his job to clean it up for us and for the sailors who will relieve us. So I don't believe that he is an incompetent CO.

n/a

stress level through the roof I am losing my hair my job is not physically hard just mentally

I don't believe the changes that have been made at this command have had a positive impact. The constant stress and fear of going to mass for a trivial issue that could have been handled at the lowest level is very harmful. Sailors are afraid to voice their opinion for fear of reprisal or the chain just not caring. The practice and constant depression that has fallen on this command is very disheartening and makes me concerned for my health.

We work more, get less accomplished and generally have more issues with the command and ship than we did prior to entering DSRA. Decisions, choices and oversight are heavy handed and top heavy. Let the leaders lead. Be realistic about our goals and workload. Choices are made with the most restrictive options available. Why does the command have a white card, blue card and gold card program when 7th fleet did away with it years ago? Create an HPA requirement check sheet and implement it instead of creating more hoops to jump through. Why remove options from the PFA like the elliptical, bike when it is an option given to us by the instruction? Now unless I am seeking medical attention, then taking me away from work, I don't have those options. I am in my mid-30's, my knees hurt from working on steel decks in work boats 12 hours a day. Why bread and water for NJP's? Are service members that committed some violations really deserving of something that harsh?

I am mostly impacted by my shipmates, and their morale has dropped exponentially. This makes work difficult.

Every week there's something new and you have to adjust. It doesn't promote flexibility. It promotes instability. There is no constant because the only constant is change. Stick to a standard and leave it that way.

Positive, I'm glad that the Navy is doing something to fix the morale issues on this command. I can honestly say that I would have given up my career 3 months later after I checked-in on the ship if nothing was done to improve leadership from commanding officer to the lowest rank.

I just roll with the punches, this is the World's Greatest Navy...Right?

its different then any other ship ive heard about or talked about with other sailors, and not in a postive way. i believe the ship could use much in provement but its gotta start from the CO.

Shiloh is the ship that's made me quit the navy.

i just got here so i wouldn't be able to answer that question.

Due to this captain and his unfair treatment and antiquated ideals of leadership, I have come to realize that the Navy is not an organization I would like to continue with. In my opinion, the level of morale harshly declined when this captain took over. For example, when concerns were brought to the CO's attention via the CO suggestion box, he has told us on the IMC that the concern is invalid and to "grow up". As result of this, and the fact that supposed anonymous suggestions/questions have resulted in the dismissal of crew members, I don't feel comfortable submitting concerns or questions to the CO. The current CO has created a toxic command climate and any time anyone has an opinion that is different than his or a differing leadership style, they are either separated from the command or receive an unfairly poor evaluation.

I am more fearful of negative consequences, so I pay more attention to safety and procedural compliance to avoid any bad situations.

N/A

I do not want to continue my career in the Navy in fear of returning to a ship with a chain of command like this one. I will never go back to another ship. People talk about ways to leave the ship because of moral. I have never seen this many people so dissatisfied or depressed.

Human beings are naturally neophobic, or fear/hate change. That said the change over the past year has affected me greatly. I have seen, in myself, a loss of morale, ambition, and focus. The Current/Most recent Operational Underway has been the hardest and I believe that this sentiment is echoed around the command. Sea Duty is arduos and there is no blinking at that fact. The command has tried to lighten the blow but oft I feel that there is little than can be done to improve moral, short of inport/homeport time. There is credit to be given for trying I suppose.

The stress of not knowing how to plan is hell. What is the propriety? What is my COs mood? What programs will go "stupid" this week? Will "total Change Tuesday" stay to Tuesday, or will I have to deal with it all week? How do I tell my Sailors that the real priorities are usurped by the XO/CO's priorities? Why will my Department Head not communicate with the CO?

It feels like I'm walking on egg shells. At this command, leadership looks to punish the sailor, not the infraction or the sailor for committing the particular infraction.

I just got onboard USS Shiloh. I don't have any problem coming to work everyday and do my best to take care of my Sailor. My problem or everyone's problem as a leader is went your manager or your upper chain of command don't believe the lower chain of command. I believe that the CHIEF MESS is the back bone of any command because there are the deckplate leaders...YES Not all CHIEF or leaders are good but overall most of them are outstanding leaders, that means don't judge the MESS because of 1 people mistake....

Changes to the past year has caused more admin burden, tedious tasks, crew that is afraid, no trust. No one wants to extend in the Shiloh, like it was before. I know that change is constant and it will happen but there are things on the Shiloh that is not broken and not meant to be fixed. Everything becomes a liberty item. no priority,

I am very stressed. I am here just to do my job but sometimes I do not even want to do that. It is very hard to motivate myself knowing that your chain of command (CO,XO) don't care what you do. Being in the DSRA just stressed my family. We thought we were able to get time off but it was the opposite. We were working from 0600 until work is done. There was no set time that we get off. Everyday was basically wait until you can get off. My family didn't even know what time I will come home and this is inport. I understand that work needs to get done when we were in the yard but we did barley had time off. Everything in this command was so just negative impact to me in many different ways.

From watch standing to re-enlistments, transfers, leave, daily routines are all more difficult to do. Nothing is stable and everything is looked at negative no matter what you are asking for. Millions of questions and a lot of times the answers are not justified enough. It is a hard place to be.

The changes in the past year have driven me to feel that the navy is not worth it any more that I can find work somewhere else. I have kids that depend on me and this command has driven me to the realization that they could take away everything that I do to provide for them at a moments notice. I wanted to look for help in the last two months I feel mentally ill or tired from this command and I know that if I look for help that it will be negative on my part maybe not the command but from some of the departmental leadership that I have to deal with on a daily basis. I know that I would have the support of my peers if I sought help. Over the past year I have grown to hate my job my wife sees it when I come home she says that I look tired and not the same that I did a year ago and that she hates what the command has done to members here.

Positive: I found a lot mentors within the Chiefs Mess and Warrant Ling.

Negative: I no longer want to serve in the SWO Navy. 99% of this crew are in survival mode from the Captain.

Positive: I've learned a lot to support my Sailors.

Negative: I've helped refer more Sailors in the past two months to CMEO and RLSO to file complaints than I have in my entire career.

I have not been onboard within the past year and can only state the constant and consistent impact from my check in to the current date, which currently I feel have made a negative impact on myself.

Impacted me a lot, I feel like not going to advance in my career.

I'm more concerned that a simple mistake can have a complex outcome.

Well the changes that have positively impacted me is now I know that the CO isn't the underlying problem within the command the more that I've actually been able to see how he wants things done and if we can clue more of the officers who work directly under him to think the same way he does I believe things would be better within the command. Negatively I would have to say that no one listens to the SME's when it comes to our equipment and often try to do things that would put the gear into situations that would further damage it or harm us and our fellow sailors.

The changes here at this command have not only changed my mind about this area but about the Navy in general.

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i have liked it here for the most part but when our new DIVO checked in i have had terrable anxiety everyday before quarters because i never know what to expect. it has ruined what i felt was a great tour.

As stated in the previous question, I have decided I will separate after this tour. Until I was stationed here, you couldn't have ever convinced me to not serve 20 years, minimum.

I have not been attached here for a year.

STRESS PHYSICALLY AND EMOTIONAL HAS BEEN DRAINING ME THIS HAS BEEN THE MOST TAXING TOUR I HAVE HAD SINCE THE CHANGE OF COMMAND.

It has affirmed my desire to get out of the Navy.

Had I known a place like this unit existed in the Navy, I would have left the Navy after my previous tour. The micromanagement and lack of trust/respect shown to Khaki, especially the chiefs, is sad and has eroded morale, trust, and motivation. Khaki are destroyed weekly by the senior leadership and given no opportunity to recover from arduous evolutions or a difficult schedule. The leadership style used in our unit is archaic and is not at all effective with the generation that joins today's Navy. Supersition is actually used to make decisions in our unit. Most Khaki wonder how they will physically and mentally survive the remaining months and all are burnt out, no matter how long they have been here. Our sailors do not trust the CO and because all decisions are made by the CO, the Sailors do not trust us. This is a very real problem.

I arrived within the last couple months and a see a positive change in this command.

I now hate my ship and job
I now hate myself and the depressed, mindless person i've become
I feel like all the enthusiasm and ambition i had is gone and i'm floating in chaos and confusion.
There are days i would have killed myself if my divo and LPO werent there for me... but they looks so depressed and exhausted too.

I have had almost no positive changes on board. I have personally regressed in all areas- mentally, physically, and professionally. I am never afforded the time to develop.

I have been so negatively impacted that myself and many of my shipmates are considering resigning our comissions.

If another ship can be as bad as this one, I do not want to continue my carrer.

I have seen my shipmates careers ruined.

Many of the enlisted who disagreed with the command were sent TAD with no notice, causing us to lose important manpower and qualified watchstanders.

I am glad I served but I cannot wait to longer be called a SHILOH Sailor.

Stringent and occasionally inconsistent standards have caused me to pay more attention to detail, ask more questions, and employ redundancy in everything I do.

While at the command I have realized that I do not wish to continue in the navy. I have never been so fundamentally unhappy before and there is no amount of incentive that would cause me to reconsider staying in.

Improper manning for my particular workcenter, as well as my division, has put a strenuous workload on everyone involved. My division has the numbers it needs, but between the command functions and required TAD assignments, last-minute tasking and inability to plan, all workcenter become stretched too thin.

In the negative manner because I feel that all my efforts are go un-seened and that I get no support from my chain of command to advance my career.

Over the past year I have been more challenged to maximize my time management and multi-tasking ability than ever before in my life.

The Plan of the Day is overpopulated.

I struggle to find the time to meet my responsibilities.

I am tired.

This has been the most emotionally trying year of my life. I have fallen to some dark mental lows from which it has taken a couple of days to level out. Talking to CHAPS helps a lot, but I don't feel comfortable bringing these concerns up to the chain of command. Change is always difficult, but it sometimes feels as though the command is still struggling to adjust to something--whether new command, from operations to DSRA, from DSRA back to operations, a constantly shifting schedule, maybe a combination thereof. I work hard every day to do what I believe is right and best for the command, but most days I am only ashamed/disappointed because I feel like I have not accomplished anything.

It made me realize there is a lot of good sense in limiting Sailormen's tours to two to three years at most for most people. We, like in any big and effective organization, need change in leadership styles. The threshold is met by all, if not they get fired, namely COs or anyone else, but the key is that the change that new arriving personnel bring with them is the blood needed to keep the organization going. So, change in SHI affected me in that I am now better prepared because I learned a different leadership style. I can't wait for the next CO and more learning. Neither one of us is better than the Navy as a whole, we all are contributors to make it better and more effective.

Thank you for your time. Sailorman out.

THERE HAVE BEEN SO MANY CHANGES GOOD AND BAD, TOO MANY IN THE NAME OF "MAKING THIS A GOOD PLACE" TO WHICH IT HAS DONE THE OPPOSITE AND THIS PLACE IS BLEEDING GOOD PEOPLE. CO MAKES CHANGES JUST TO MAKE THEM AND NEVER LISTENS TO LET ALONE TAKE INPUTS. THE AMOUNT OF PAPERWORK REQUIRED TO GET ANYTHING DONE AROUND HERE IS UNBELIEVABLE. FROM RUNNING TRAINING TEAM PAPERWORK TO RUNNING WATCHBILLS AND REQUIREMENTS MADE BY THE XO AND CO HAS BOGGED THE SYSTEM DOWN TO A CRAWL AND IT AFFECTS THE CREW BECAUSE THEY CONTINUOUSLY GET YANKED AROUND. I REALLY JUST WANT TO FINISH MY TIME AND LEAVE, EVEN THE BLUE SHIRTS SAY THE SAME. NO MORE NO LESS.

The positive changes that have been implemented have made me enjoy my tour onboard. I feel a sense of belonging and pride that equal job satisfaction. Didn't feel like this during my first 9 months. Looking at "Staying Navy" and making the Navy a career. Enjoy seeing everyone being held accountable - Officers, Chiefs, and Enlisted (regardless of what your rating is).

IN EVERY WAY WE WERE BETTER A YEAR AGO!!

unnneeded hours at work have strained my personal relationships. Captain goes out of his way to make us stay here. everything is last minute. had to come in at 2359 in the rain for NJP, then it was past curfew and coouldnt leave the barge. no other ship does NJP at midnight. i didnt do something wrong so why am i punished too.

I really want to get out of the Navy at the earliest opportunity.

This is the first command I've ever felt the need to fill out the survey and provide negative comments. I am physically, mentally, and emotionally drained after coming to this unit. Had I know what I would experience in this unit, I would have left the Navy. FDNF is supposed to strenuous; the time at sea is not the issue. The triad is a one person show and all things are micromanaged. Our sailors do not trust our CO at all (NJP process, ADSEP process, etc), therefore they do not trust the rest of their chain of command. I worry that after this tour I will have no energy or stamina left for future tours.

The only negative change was the arrival of the current CO.

People are openly ridiculed and berated for not agreeing with the Captain's narrow spectrum of acceptable religious affiliations, political standings, or other world views. The Captain likes to take on trivial pursuits such as affirming his "correct" method of pronunciation over your own regardless of demographic and with disrespect for jargons and colloquialisms. The Captain actively seeks out to find something, anything, and everything wrong with you to the point nothing you do is acceptable by his widely changing standards. A preferred punitive measure of the Captain's to "correct substandard behavior" is to award male "delinquents" bread and water, frequently at times which would otherwise be deemed a federal or religious holiday to allow the most lengthy and unforgiving suffering. Females of comparable shortcomings are not awarded similar treatment of bread and water and instead are simply confined to the ship.

I feel that the state of my command is the same as it was a year ago when I first arrived. There has been claims of things changing, but I've yet to actually see anything change.

Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

Organizational Effectiveness Section Comments

HAIL SUNDROP

This captain needs to get relieved as soon as possible due to the fact that hes racist, homophobic, rude, and disrespectful.

love my job and my work center. i personally have nothing bad to say

There are many factors I have observed that prevents the USS Shiloh as an organization from being effective. One of the big ones is the micromanagement we endure from the top. It communicates a lack of trust in people's ability to do their job. Power is hoarded at the top as well. It's unhealthy for an effective chain of command when Khakis and Division officers don't have the freedom to govern. It is also difficult to maintain a healthy morale level when there is an atmosphere of fear and frantic mentalities surrounding every assigned task. When even the smallest things are being dictated and watched over (whether or not every single person signed a muster sheet, whether or not every name has a check mark by it for training, whether or not every light got turned on at the same time, etc.) and hefty disciplinary actions are levied over them, a sense of fear to mess up or make a mistake takes precedence over high morales and motivation to contribute to the ship's mission.

The supply department is run terribly. especially s-2. They dont adhear to instructions and even said the instructions dont matter. The Division constantly twists words around to make them benifit them. They complain that they are short on cooks but when CS1 and CSCS put out a meal and cleaned it up with just the two of them they had nothing to say about it other than they have more experience.

The command is and is not effective.

I like being in Navy but I would like to see this organization provide motivation to sailors not just because we have made decision to enlist or signed page 13. I would like to see our leaders to have variety ways to lead people in different direction but heading for the same goal.

I feel a strong sense of pride when it comes to Shiloh and her crew.I feel as though we get thrown a lot of surprises and we've responded well to everyone. I feel that the Captian grants the crew as much time off as possible, which is certainly a morale booster. The communication has improved with his being here. I think the punishments are a little sever at times. I do not believe it is a good punishment to be given bread and water for being an hour UA. That is really my only complaint about the Captain and the leadership. Overall I am happy to be here.

I feel that some of the things we need to do as a ship are a inconvenience to the crew, and the moral of the crew suffers

I feel like the SHILOH does a very good job at being flexible and getting stuff done. On the other side to that being foward deployed isnt exactly easy. Medical and Chaps do a very good job at helping people with stress. On the other side to that people being but on liberty restriction for being suicidle does not make people feel comfortable coming to them about these situations. I am honestly worried people will stop asking for help due to the worry of being punished. Why would someone ask for help just to be forced to stay in the location that is making them feel this way. This issue has been brought up to the captain and he sees no issues. In his head anyone who wants to kill themselves is just going to go out and drink which is not always the case. The captian is also the one who dissaproved all ideas for the celbration of african amercian history month 2 years in a row. Not to long after he calls the ships store ghetto to a black SH. How are we supposed to feel confidnet.

The overall organization of the ship and its effectiveness is commendable.

I am pretty happy with most of my leaders in my chain of command. What I can see from my level that is detrimental to the effectiveness of the command is the constant "Mom and Pop" situations of departmental leadership catching wind of situation and then confronting a divisional leadership to see if they know about it. This is especially true in the CS Dept COC and CIC. We should only have to notify CSOOW and the word should be passed along from there. In CIC watchstanders fail to pass up updates of situations this leads to having to constantly update multiple members about the same situation. The other item that is affecting my divisional effectiveness is very specific. (b) (6), (b) (5). I can see and feel the harm he causes to our motivation and pride in our division, by unreasonable expectations, constant threats to the division, and the utter lack of respect when talking to enlisted members. I have a daily anxiety when knowing I have to answer to him and possibly be threatened at quarters

When there is supposed to be a good team of leaders in the department, it is generally supposed to be done primarily with good communication. This is not the case for my department and division. It is constantly unnecessarily slowing down progress from the work and maintenance that needs to be done because one 1st class will say one thing, another 1st class didn't know that was said and tells you something different, and when you say "But PO1 told me this", the second 1st class you talk to says "No, do it my way." And then you get in trouble with either informal counseling or a formal negative counseling chit. Not that slowing things down really matters here anyway, if my division is done with all their work/maintenance, our 1st class makes up hours of extra unnecessary work as a result of a big political war between my chief and other chiefs, so there really is not much of a point in getting things done fast anymore because we never get to stop until hours after everyone else has.

This command disregards the welfare of its sailors. Discourages looking out for one another and encourages ruining careers.

it is not effective due to the morale and the enviroment the chain of command creates

I feel that the XO here is not a very good leader. Whenever a critique is given about something, it always is negative. If nothing good is ever said about the job that you are doing, why would you continue to go above and beyond? I feel that some people are harshly punished for minor things. I think that the CO tries to be encouraging by giving challenges and trying to keep people motivated. The only thing that I didn't like was not having anything for Black history month. I understand that everyone should be treated equally, but don't see why something that is nationally recognized needed to have something for all other races in place to be recognized. For my org. I don't think that proper training is being given to help me to promotion in my career. I feel like I'm just a body to move stuff or do the extra work. I don't mind the work, but feel that I should be at least trained as a reward to look forward to advancement. I think low moral is spreading from poor leadership from all div

Being put on Liberty risk for trusting you command in emotional/depression problems should not be a thing. At least let them leave with a liberty buddy, putting them on Lib risk just makes them hate it more. Also, Actions are taken way too quickly, Putting some on Class C Lib prior to DRB is a huge example. Can't imagine 30 days of Charles just to get 45 more days on Restriction. Other than that this Command is pretty straight forward, listen to the rules put out and you'll NEVER GET IN TROUBLE. We need more Social events. (b) (6), (b) (6) and the MWR Reps have been trying and it has not been overlooked, we just need a little more input from others, more encouragement. Other than that, the command knows how we feel, we're all human. They justify liberty as accordingly as possible, even if we're pressured with many inspections, they'll make it happen.

the leadership at my current organization is unfair favorites are chosen and others are shunned the junior members have to take care of each other because it is the leaders that make it very known and seen that punishments will always be severe no minor how small or if 1st error there is no trust between junior members and the leaders of my organization I base the success of this organization solely on the junior sailors (e-5) and below senior enlisted members are always aggressive and break policies multiple times daily but the junior sailors cannot step forth due to indefinite repercussions by those same senior or higher ranking personnel

Organizational effectiveness is chaotic and disorganized. Decisions will be made on split-second thought and consideration by higher authorities before discussing the possible ramifications to whomever may be affected. When leadership approaches the higher authority to propose additions or changes to these decisions, they are quickly shut down with little to no thought.

It's hard for me, at my level of security awareness, to determine if our ship's inability to say for months at a time where we are going to be and what we are doing on any particular day, our numerous apparently broken programs on the ship, or the sometimes dangerously mishandled evolutions performed on the ship, are due to poor organization or truly beyond our leadership's control.

I feel that the command as a whole is decent when it comes to taking care of its members. But lately I feel like they are a little hesitant in helping with situations at times or sticking up for their junior member because they are afraid of being reprimanded by higher ups in the chain. I truly do believe that several people are no longer with the command due to the way the captain feels about them personally.

I also feel that certain programs are not supported because of how the captain feels about certain things. Like recently my ship has celebrated only the last two ADHOC events. All of a sudden after Black History Month and a couple other days where African Americans are recognized he believes that ADHOC is real and an actual group recognized by the Navy. To me I believe that this captain in some ways is slightly racist and sexist.

Im probably too young into my career to know what bad really is but I do know that even the higher ups have problems with how the system works on this ship. I personally havent had too many problems but I do know that when problems come about they get treated unfairly.

Communication to "higher ups" is ineffective/one sided. When attempting to complete tasks that require permission from a higher up it takes too long to get word back. By the time word gets back, we either can not complete the task do to a senseless reason or it has been hour later and now requires personnel to lose personal time and sleep to complete. When trying to get to the bottom of an issue, senior personnel have a habit of interrupting when asking for an explanation then going off on there own perception. Routing any chit can take weeks to months to be returned and are constantly lost. Resulting in lose of moral and trust.

Currently in this command the leadership is more worried about if we can complete a task instead of being concered if we should. For example WEPS was very adamant about shooting our 5in gun for a practice gun shoot when it could possibly put some of the 5in techs in danger due the system not working correctly. The main issue is the officers and senior enlisted not listening to the subject matter experts and using their limited knoledge to make incorrect determinations on the operation of equipment. For example the new aloft program requires techs to tag out their equipment before going aloft which conflicts with my PMS which requires my equipment to be energized to perform my maintence. My simple suggestion is to create a training program to teach leadership to think of the safety of their workers and to take their opinions into account when making major decision on the operation of their equipment.

In my opinion overall organizational effectiveness is the lowest I have ever witnessed at this command. The commander is failing at his ability to lead others and create an enviornment that reflects a postive work enviornment. The current command climate deccribed in one word would be "tyranny". I am afraid for my career at every corner of every bulkhead. An example of poor organizational effectiveness is the timeline in which the commander fails to plan accordinly and the crew in suffering. While underway AGEIS and SPY were severely degraded. SPY was nominal at best and the ship was put in a real world hostile envornment where we would need to potentially shoot down a ICBM. Rather have us be relieved by another ship who was not as broken as us the captian lied to his superior and forced the crew to work and repair beyond capabilty of the sailors not only exhasuting all the resources but he consistantly negleted the wellbeing of his sailors. A true glipes into is overall lack of leadership

Our command does it's job and e are always ready to scramble to respond to emergency tasking. The problem however, is that when we actually NEED to get stuff repaired and spend time in the yards or in port, we never have enough and as a consequence, we are always having stuff fail or break down at sea, where repairs are more difficult and add to everyone's workload and stress.

This command could be operated with far greater efficiency if we had been allocated the appropriate amount of time in drydock to finish the repairs and refits for our ship instead of leaving it half done and just smoothing over the rough edges ourselves. Now, it just seems like our effectiveness is always at risk of being compromised because of shoddy or incomplete work.

AT TIMES THIS COMMAND DOESN'T COMMUNICATE ALL THAT WELL WITH EACH OTHER IN THE SENSE THAT NOT ALL INFORMATION NESCESSARY FOR CONFIDENT COMPLETION GETS PASSED DOWN. THERE ARE TIMES WHEN A TASK IS BEING COMPLETED A COMPLICATION WILL ARRIVE THAT COULD HAVE BEEN AVOIDED IF A LITTLE EXTRA INFORMATION COULD HAVE BEEN PASSED DOWN.

I am concerned for sailors who suffer from depression and or suicidal thoughts. We have had quite a few sailors on board who are currently transferred because of this issue. Sailors who need mental help should NOT be put on liberty risk. Liberty risk should be for sailors who are a RISK out on LIBERTY. Someone who is depressed or having suicidal thoughts should receive the proper mental screening/help. Lets say a Sailor gets put on Bravo for coming out and telling his first class he's depressed and has unhealthy thoughts. How would this sailor react if they told him he was on a Class Bravo Liberty Risk and he couldn't leave the base and has to be on the ship by 2000 every night? How is that helping this sailor? I understand keeping a close eye on him/her, but this matter needs to be addressed and taken MUCH more seriously. Especially because of all the sailors in the past 9 months who have left for this reason alone.

Not enough characters*

Micro Management: examples are anytype of organization that is on this ship the captain has to be a part of. As far down to how the ship store looks or CPO 360 training. The captain forced watch standers to be in 3 section even if they could support 4 section and proceeded to tell us to voice our complaints to Cheng even though he was the one who incorporated them.

Lack of trust/hypocritical: The captain told us we would have the maximum allowable liberty and proceeded to do the opposite by restricted it more with the new liberty policy.

Lack of comrodery: This is his ship and we are his tools that he can use. He has said we are replaceable by people in great lakes. He is out to ruin careers if people disagree with him or make a mistake, and has done it.

Phycological attacks: The captain takes things away such as our schedule, watch rotations, and when it fails returns the old way and acts like he did us a favor.

Many accounts of belittling us and generalizing

I believe that on a personal level my division has come a long way from what we used to be. We are more effective with getting our tasks completed in an effective manner. The only thing that really sets us back is all the last minute taskings that come out at the end of the day, i get that things happen but when its repeatedly at the end of the day everyday i think not just my division but the whole department/command needs to do a better job at informing us on these last minute tasks and maybe try pushing them off till tomorrow or just have a little more foresight when it comes to this.

Compared to my previous command, this organization seems to have very real issues. I have seen several shipmates get discharged or even sent to the brig after seeking mental help. Since I've been here, which is only a few months, I have seen 5 members of my division leave due to mental stress, emotional stress, or disagreements with the command. When I first arrived here I was told by my LPO that if I ever messed up, even once, that he would do everything in his power to ruin my career. This is a horrible first impression to give a sailor joining the crew. Often we hear different things from different members of leadership that often contradict what the others have said. When we bring it up to senior chain-of-command we are told the original information was "misunderstood" and it's our fault for believing what we were originally told.

There is absolutely no trust with in this command, everytime that I do any thing whether it be maintenance or troubleshooting I have too constantly watch my back. About 35-40% of the entire crew has gone up too atleast DRB. Anyone that goes up too mast is expected too get the harshest of punishments, 90% of the time being too the extreme wether it be going too the brigg, reduction in rank, or getting kicked out of the navy. A very, very minimal ammount of the crew stays onboard after there contract is done, due too the fear of staying onboard and dealing with the high stress and posibility of ruining there own career. There really isn't anything positive coming from this place at all, the only thing that I see is losing my rank and my career. This place has made me realise that I'm definitely not staying in, I would rather work for someone who isn't going too through me under the bus for actually doing my job.

In the time that has been served in the navy, I would have to say the last year has been on a negative slope. I feel even more discouraged to continue my time as a servicemember of the navy. Since the change of leadership there has definitely been a major change, but not for the best. When there has been a mistake the person in charge would blame others, and not answer questions when asked. They would have set priorities that seemed illogical to the crew, as well as sending shipmates up for punishments for "human" mistakes way above the "lowest" level I.E. 3M Maintenance discouraging some people from doing maintenance for a period of time. Also for the top's logic it is either my way or the high-way approach with no major conformity to the crew itself. Below in the Dept/Divisional level there has been more segregation with the chain of command which has been leading up to several miscommunications, arguments with several people against one person each individual but the same.

- Sailors going to mental health to seek help and continue their careers but end are getting seperated.
- Some unusually harsh punishments for first offender sailors making simple mistakes that can be handled in house and be dealt with on a lower level than XO or Captains mast.
- Senior personell (E7 and above) not having proper leadership ability, with training newer personell, or not having proper knowlege of written instructions.
- Lower level personell not being properly prepared for the work they are tasked with or maintenance, or being scared to do maintenance for fear of consequences.
- Rewarding personell who dont do anything, by not doing anything they cant get in trouble or make mistakes and improve.
- Properly rewarding those in the command who do go above and beyond to make sure systems are up and running and in working condition.

I feel that the shiloh is a good command. with that said there are some issues that need to be looked over. In the last underway (53 day) i stood approximately 500 hrs of watch, and of the 53 days 42 was stood port and starboard. I understand that manning the watch was integral to mission readiness as we were in weapons posture one however, getting maintenance and other daily tasks was a hassel because there was only a couple of technicians that were readily available to complete said tasks during the allotted times for maintenance. I also feel that near the end of the previously mentioned underway, crew morale was at the lowest i have ever seen since i have been on board the ship.

Organizational Effectiveness- I think this organization does poor planning i.e drydock was rushed, LOA was rushed and any other inspections process that we've been through was rushed. To be effective means "successful in producing a desired or intended result" yes, we may have hit the target date of leaving drydock but in no way, shape or form was the ship ready due to the fact that so many repairs still needed to be made.

Liberty required tasks are almost always presented an hour prior to the end of working hours causing stress, and tension. It also causes technicians to drag their feet during the day, because even if the work is completed on time, they will be held after working hours for last minute tasking, which is often insignificant to operations and could easily be accomplished the following day. There is no filtration when it comes to the importance of tasks. Moral is non existent in these extenuating circumstances. Leadership does not view our liberty time as an important concern for them, and therefore we are often overworked, and overstressed.

My direct chain of command are constantly at each other's throats. I feel like this is a common trend among all of the E-7 and above personnel onboard

Leadership overwork some workcenters in the division while others do nearly nothing. for maintenance checks that effect the entire command are left to the lower enlisted such as E4 and E3 to plan and when other Khakis want to speak to divisional leadership regarding the maintenance the lower ranked members are treated incompetent

USS SHILOH HAS NO ORGANIZATION AT ALL. PEOPLE ARE SENT UP TO MAST FOR FOLLOWING ORDERS FROM THIER COC AND NCE ON CHOPPING BLOCK THEY ARE LEFT HIGH AND DRY.

Continuing the Navy tradition, in my opinion is doing what people tell you what to do is because someone else told the previous person to do it also because it is your job. Everyone who has gone through or in the FSA or "Cranking" is in the exact same position. People are told that doing it benefits the ship because it gets work done, while breaking down people who are in it physically and mentally. People always make jokes, in order to hide the monotone, difficulty of doing the work. Even attempts made to alleviate the task of deep sink cleaning is met with resistance, mostly from those are the same people who went through deep sink and had little or no help. They are passing down the resentment from one generation to another.

On some occasions I feel like I was treated fairly and others I felt like I was treated unfairly. I've been attached to this ship for 2 and a half years and I haven't seen the morale as low as it has been over the past 6-8 months. I feel as if the junior enlisted are treated much more unfairly than they were previously, and some groups of people aren't given the proper attention. Members don't trust their leadership as much as they used to, and some feel like their leadership is working against them. People's emotional and physical stress are not taken into account through the course of the command's current missions and people are just worn out. I was recently told I wouldn't be able to take the full 30 days of my OTEIP leave because the ship's force couldn't support it despite my efforts take my OTEIP leave over the past 6 months, and I will have to resubmit OTEIP package and choose a different option. Members should be treated more fairly and command should pay more attention to them

I personally feel that the leadership does a terrible job talking to the enlisted. Example; asking rhetorical questions, yelling at the enlisted for doing nothing wrong (ya it happend), showing a blind eye to someone who needs help. They have no control of the duty sections, and everyone keeps getting doubled up. why are there no gunshoots, or people getting qualed? Thats added stress to an already stressful job. adding in being away from family for so long too. Also it is pretty practical now to have a "new rule Monday-Saturday". Last thing I want to touch base on is the cleaning on Sundays underway. is it really nessessary? we already work every day. some good highlights are that we maximize downtime in port. cant really think of anything good. and im pretty optamistic.

This command is not good for a persons mental wellbeing. The entire chain of command has differing prioritys and all assume that thiers agenda should be done immediatly regardless of the POD, SERT, PMS, or other obligations. Failure to complete any task is automaticaly a failure of the person actually trying accomplish the task, resulting in additional tasking. I have personally watched my divisonal leadership get into verbal altercations at quarters because of this. This command also punishes sailors who try to seek help for mental illness with liberty restriction (confinment to the ship), which according to the CO is not a punishment, Which is ironic considering thats exactly what sailors get awarded at NJP. The XO summed up the commands ideas on leadership when he stated "You don't need to know what you are doing to lead people, look at me I'm the perfect example." The climate right now is one of fear. i believe that my chain of command will not support me, because they are not able.

I have been on this ship for 2 years now anow and I never seen this amount of stress and anger on this ship. Everybody is afraid of this CO and scared to get in trouble. we don't trust this CO.

I think too many things need high level approval to get the job done. For example, for something as small as putting the system in Baseline 5.3.9 so tech reps could do testing on an inport weekend when no one was using the system, CSO had to be called for permission.

The bottom line is my COC does isn't willing to work together. The Everyone wants to be right. I feel like we spend more time doing stuff that doesn't make sense just because it was some one's idea. Not a good idea. My MPA and my Chief battle struggle all the time. We as E6 and below get stuck caring the weight of the their bad choices. I'm very tired of wasting time doing tasks that are not needed to make one or the other feel like they are in control. We changed demister pads and chevrons on our intakes twice in 4 months. they only need changed once every couple years. Not only is it a fraud waste and abuse it's a waste of time. Why did we do it ? because he's chief and he said to.

V/R

(b) (6), (b) (5)

There isn't any effective communication between sets of ranks. The FCPOA, the CPO Mess, the JO's and the DH's all keep separate or play favorites. The E5 and junior aren't looked at for the SMEs they are trained to be. The moment an E4 with 4 years of experience is asked by an Ensign fresh to the boat about equipment the E4 works on, he is told he's wrong because he doesn't rank high enough. An E6 can't tell their DIVO why something can't be done because he doesn't wear a khaki belt. If someone goes to DRB, it's automatically assumed they will go to mast because the chiefs don't have anyone's back (if a division even HAS a chief).

We seem to be the organization in which we are always asked if we CAN do something and never is we SHOULD. CAN is within capability we can do almost anything. But SHOULD takes in the opportunity cost, potential rate of failure, and safety.

I understand needs the need to defend ourselves and our ship in time of WAR. In that situation the whole crew would run their tech and their bodies into the ground to perform the actions.

But this is not WAR.

I have spent 3 years aboard i had the opportunity to stay to finish out my tour here. I have chosen not to due to my chain of command will be completing my time aboard in 111 days.

I am not bitter just worn like a horse ridden for too long, too hard. I have a had a role as CG02 WCS over a year and some change. The pace, the mission, the tasks, never changed just the way we went about them did.

V/r

FC2(SW) (b) (6), (b) (5)

I have been onboard USS Shiloh for over 3 years. I use to love coming into work everyday when I first got here. Now I find it harder every day to come to work with a smile on my face. The command does not create an environment for me to focus on my job and to lead my sailors. When we went through LOA in January and inspection I have been through many times. It was the worst planned inspection I have ever seen. We only had two weeks to prepare and we took back the ship while SRF still had all of our spaces a mess. We were working 7 days a week most of the time working past taps. Also this last underway we were running ETT drills two times a day 6 days a week plus standing watch. How are you suppose to get your work done and also get sleep when all you do is run ETT Drills and working for a total of 18 hours a day. We don't pay any attention to the real mission we worry about all the small stuff but we don't focus on the task at hand.

The only issue I have is no one seems to know the proper policy for dual-military marriage in Japan. because of manning and issues of not having or being able to find the proper documentation, Me and my Fiance have been stressing out about this. Most of the instructions we find are vague or no mention for dual military.

The ship as a whole is effective but at the cost of it's personnels well being. We "effectively" made it through our light off assesment with no days of crews rest as well as no time from when srf turned our spaces over. ATG's "go or nogo" assesment was that we should not be going through LOA because we needed more time and the crew wasn't ready. We were pushed to do it anyway and when we proceeded we met a little bit above minimal equipment. It was manditory for the engineering department to stay until 1800 that completely ruined the moral and the personel physicaly. In total yes we are effective but at the cost of the crews well being.

Information from top to bottom is not relayed very well. The command is also very inconsistant when it comes to punishment. We had two sailors get caught with opisite gender in their barracks rooms during dry dock and it didn't result in the removal from HPA. It happened to another sailor at the begining of this year and that sailor was removed from HPA. The Command is micro managed from the very top.

The command does not support one another. Up to a certain rank the chain of command cares about its sailors but that is where it stops. I don't feel comfortable with asking for help if it is going any higher than my Divo. My chair of command is very supportive and is willing to help in any way they can, but I feel like the Captain and XO don't care about it's sailors.

To be honest I believe in most of the enlisted khaki and officers to get there job done fairly. But there are issues that have arisen multiple times at higher pay grades. Explicitly at the commanding officer, XO, and CSO positions. I feel punishment for the slightest offenses are taken to an extreme that I have never before seen. Captains masts are frequent and could have been handled on a case by case basis, but I feel everyone is grouped into the same category come punishments. Bread and water is a punishment that i feel should be reserved for those that commit the highest of offenses but too often I have seen it given to those with minor infractions. I believe the most senior of our leadership need to take a long look at not what only is best for the ship and there careers, but what is best for the crew. Ship, shipmate, self is often preached onboard this ship but I believe it needs to be revised. A happy crew is a healthy crew that will stick up for each other and band together.

This organization has a very toxic environment that is not isolated to just one division but has successful spread throughout 80% of the divisions on board. The lack of trust, over-micromanagement, addition of command given restrictions on top of the 7th fleet policies, no allowance of constructive criticism, lack of accountability from officers has led to a major loss of moral and desire to possibly continue careers in this organization from many sailors.

For examples of lack of trust and additional restrictions: The liberty policy on board currently has more rules than the prior liberty policy and less liberty is allowed. Every leave chit, and every watchbill cannot be approved or acted out upon till the CO signs/reviews it.

The CO does not appreciate or acknowledge intelligent questions or comments that are said by anyone onboard as constructive criticism as to how he "leads"/bosses personnel. Junior officers have no respect for chief petty officers and their input.

Onboard USS Shiloh I see many things that go on it all starts from the top of the chain of command, the ship itself was clearly not ready for deployment we had casrep after casrep on our last underway so instaed of extending DSRA the captain got all the DH's to say yeah we can manage basically...If we went to war I felt like we would have been killed easliy and there are ppl on board who wanted it to happen so we could just get it over with its sad to think about. second from the top the only thing I would say is no backbone to tell the captain no but I can't blame him so far everyone who hasn't as magically gone TAD and doesn't comeback. Khaki's i.e. Officers and Chiefs there is no understanding with them they preach to everyone don't be afraid to do maintenance or anything when literally the spotcheck is easier with a inspector for 3M it is absurd and they use there rank to shut you down cause they know you won't talk back. THIS COMMANDS KHAKIS SHOULD BE INVESTIGATED ASAP.

(b) (6), (b) (5) came into this command with an iron fist and because of such of a turnover, everyone in the chain of command is much more strict on every little rule. A FC2 on our ship went to DRB and recommended XOI for handling a bucket of water, which the Capt thought there may be hazmat. I hear, from first hand accounts of chiefs who are in for 16 years trying to get out of the navy immediately following this command. This command is worked like dogs and held to a standard that is not capable due to FDNF activities.

This organization is not in anyway organize, we never get the chance to go by the POD because there is always some type of changes going on . The communications level is mediocre and that's one of the reasons we are not progressing as a command .

There is a loss in communication through the ranks. For example in weapons department something will be informed to the chain of command and becomes lost along the way. Then the personal informed make it seem like they did not know. Even though technicians are pushing for items and making people aware of what is going on the chain of command seems to be oblivious of what is going on. Once things hit the Divo level its like they never make it to the people they need to get to. There are times they are aware of certain evolutions for days before and we receive a last minute notice on what is going on. This leads to stress and a lack of quality of work and scrambling by several personal. Overall everyday it is like what surprise do we have today that was put out at Ops intel yesterday or at some point in the last week.

Once it gets passed down from the CO, it turns into a game of what the original message was. Leadership puts their own spin on things passed down from CO and XO.

The main issue is about having every member be effective towards the mission, yet there are sailors who have slipped through the cracks from previous commands and have undeservingly moved up in rank without the essential knowledge to operate and troubleshoot equipment nor perform basic maintenance and administrative tasks. The issue is still being carried on to the current command as such sailors are still slipping through the cracks and underperforming and not putting in the effort to assist the division while putting the strain on the moderate to top performers to carry the underachievers' load. Leadership have knowledge of this, yet still ignore and do not wish to remedy the delinquency. The solution to resolving this would be for leaders to assess such underperformers who have no desire to put their effort towards the ship's mission and to start providing formal counseling until such sailors are finally processed out. Personal feelings need to be put aside for professionalism.

n/a

We are at each others throats. I feel we lost our brother and sister hood to one another and act as if we were enemies willing to throw each other under the bus. What we should be doing is help fix issues, however, this command feels that to fix an issue we should figuratively chop shipmates heads at the guillotine and cause career ending death sentences.

We also have problems with communication and trust. That isn't something i can fix, it is only something the chain of command has to fix at an individual and personal level.

This command is slowly falling apart. There is no trust through out the chain of command since (b) (6), (b) (5) arrived. Females are treated like gods on this ship. Junior sailors bring their equality problems to me and when I pass it up the chain of command it is ignored. There are no disciplinary of people using racial slurs or profanity. The chain of command is a joke you have E-1 back talking Officers and Chiefs without any penalty. The CO has given VIP hours to females from 1900-2000 this was the only realistic time I had to lift weights. The CO taunts us telling us that we should put all of our complains in the cmeo survey instead of actually addressing the problems we have. Everyone is scared to their job and the upper chain of command need to take leadership courses. because I dont know how so many incompetent khakis were sent to one ship. There is no communication between enlisted and officers there is a barrier. So we cannot complete our jobs effectively. male and female equality #1

I Love the Navy, and Still Like this Command. However, I honestly think when a new sailor comes to this command they get bad impressions. People are getting mentally worn out. I, myself have even went to CHAPS for advice and I'm usually the type that looks out for other people. I do blame the schedual for this, more so than the CO. Communication seems to be a problem in the command to. Being told one thing, then to find out that it was wrong and having to redo said task, or just getting yelled at for something in general.

The command has experienced a dramatic shift in morale over the last year. It starts with upper leadership, the CO/XO encourages a climate of fear. After the chiefs saw what happened to in dry dock and concurently after their stand down thier attitude changed, everyone turned to survival mode. The entire crew is trying to leave this command without having anything adversely hurt thier future careers. We were rushed out of the dry docks and are being pushed to deploy when we know that we are not prepared. The amount of CASREPs are directly related to the amount of trust that this upper chain of command has in the lower command. As a technician I have personally seen that my recommendations for equipment were overlooked and when the equipment broke the chain of command blamed me. The CASREP that was sent out was diluted and did not really reflect the true condition of the equipment. This goes back to trust in every part of the chain of command but no one wants to stand up to the CO/XO.

Some leadership should be more of a mentor rather than a critic. It's good to let a person know what he/she is lacking or need to improve right away and not wait the last minute to say that they are not performing well because you just set your people to failure. Communication is lacking in some division and there is no transparency in giving out information. If you want to work as a team, you need to include EVERYONE in the team and not just by selecting your FAVORITES to take part of the job and then talk bad on the person that you did not like. We should work more on BUILDING each other UP and NOT breaking people down and give EVERYONE a chance to perform to their abilities regardless of sex, background, religion and STOP bringing up things in the past and move on. People change and no one is perfect and everyday is a learning experience. If you see them struggling, lead them in the right direction because yelling is not going to help the situation. We need to work on a lot of things.

My overall views about the organization will be the climate of the senior leadership, officers and senior enlisted. When you can see the frustration that is on the faces of the senior leadership makes the work environment very stressful. A lot of issues that's plainly obvious can be only lead to assumptions about the senior leadership. One issue I will speak on is the celebration of "Black History Month" you would think it would be automatic hands down decision. Black history month was not celebrated for some reason that did not make any sense, so obvious the black community onboard the SHILOH automatically assume the CO is a racist, and that spread thru out the ship. It makes it easy for the climate of the ship to get onboard with the negative scent in the air. Some of the unnecessary stress that passes down makes the climate goes down; the communication from top to bottom is the downfall of the command. Yes there are good things going onboard but the typical stuff, ice cream social

mentor program isn't even enforced or supported. it's just used as a eval place holder for CTCR Arroba and FC1 Sage. No one even knows when it was last reviewed by the TRIAD.

Leadership takes too long to process CASREPS or report any system degradation to their reporting seniors and when they are caught in a lie they blame technicians and the LPO for withholding information and like to say "Are you calling your Master Chief a liar?"

Plan of the day is too full and it comes out late at night the day before it should be put out so no one can review it and then it changes before the work day is 3 hours into it i never know where to be because my chain of command withholds information to maintain their power over me

leadership does not communicate to each other across departments such as DLCPO and DH and it is left to WCS to clear up their mess between integrated systems and i get chastised for it

emailing is not leadership; we should inform each other in person and at quarter

We have turned easy tasks that the navy has been doing for years into complicated tasks i.e. routing chits, leave chits, liberty cards, watchbills, and esws pins. He has established a 3 liberty card rule with more restrictions and set backs. Now our (gold card) sailors still have to put in overnight chits as well as share barracks room with blue card members. blue card holders now have 0000 liberty expiration with a barracks room inspection still having to put in a special request chit. white cards have a 0000 lib expiration on the ship so now white cards and blue cards have same lib seperated by a barracks room and gold card share no seperation at the end of the day because if they share a room with a blue card they are subject to a barracks inspection at midnight.

My organization is effective however, i believe the planning and ability to prepare is lacking. I believe we could be better in preparing and consistantly learn from our mistakes by changing the priorities of the command. From what I have observed this command cares more about the paperwork for the action than if the action is completed correctly.

The organization as whole as communication problems up and down. Words, tasks, turnovers, "New Rule _____ (Monday, Tuesday, Wednesday...etc)" is a phrase that is used quite liberally onboard by all paygrades. It is not uncommon to schedule several evolutions that have conflicting interest with regards to personnel that are involved, conflicting divisional and departmental support for example, closing of Hazmat issue in the middle of a working day when the entire ship requires hazmat to perform respective PMS. Scheduleing 3 hour cleaning stations while we have approved maintenance from the CO resulting in being unable to perform the PMS as we are being told that takes a back seat to cleaning. Consistent pop-up taskings, programs without instructions. Coming out of a 7 month DSRA directly into national tasking with no approved battle orders. Not consulting SME's before decisions are made or flat out ignoring the SME's when making the decisions.

No Comment

After several commands, this by far is the worse.

- 1.) Trust in Leadership
- 2.) Micromanaging
- 3.) Realistic Expectations
- 4.) Work Ethic

1. The Commanding Officer do not trust the enlisted. Within a few months the CO put the E-7 and above on admin hold. The results from that meeting was the CO was the dictator. The power was taken away from the Chief's and it left 1st Classes with nothing. In his eyes a 1st class are not competitive unless they are work center supervisors, which takes away from the E-5's!

2. Micromanaging. There is no program that the CO has not revised, and not for the better. There were people that was waiting to get their ESWS board for months and some that were waiting for 6 months to put on the ESWS pin. Any other programs that are apart of the command is delayed due to the commanding officer.

3. Realistic Expectations. What the command expects out of the Sailors is impossible. The work load only allows 2-3 ours of sleep.

SHILOH as a command get's the job done on a mission level. Where we fail is administrative processes. Requests/paperwork takes too long to route and get a response back. ADMIN loses everything and there is always an excuse as to why they can't get something done on time. Most times a Sailor is left with the impression that the command doesn't care about their needs outside of the ship's mission. Leave chits, special requests chits, letters of designation, etc have an average turn around time of 2 weeks when they should take no more than 3 business days. Crew members understand if someone on the chop chain is busy and can't get to something right away but 2 weeks for a chit/request is UNSAT. Moreover, unfortunately it is the norm for things to take forever and a day on SHILOH or get lost in transition. While crew members understand that a 72hour turn around won't always happen at the very least offer valuable feedback as to when they can expect something.

Oginizational Effectiveness starts with communicaton, I truly believe that the Chain of Command does a great job with keep the crew informed.

Liberty policy, disagree how on other ships they only have a white and blue card, but on are ship we have white, blue, and gold. As a white card on other ships you can stay out till 0100 but must be back on the ship then, on are ship its 0000. Every ship has incidents but they still keep there liberty policy the same.

when it comes to the command putting the resposibility of my happeniess in their hands is a little unfair, To be honest it's only so much the Triades are able to do my job is to provide morale for the crew being a Culinary specialist is very challenging long hours is the standard practice of my job. Being on a (BMD)Ship is so serious ill have to research my options before i take orders again going out to sea isn't difficult the lack of discloure on the return is, I would rather pull into port more frequently than be reward a beer day. The command Mwr Csat the wardroom Cpo mess along with the first Class association tried very hard to ensure the happiness of the members put pulling into port was the only answer most saliors where waiting for.

Ever since the current captain took over, there was a clear divide between officers and enlisted in terms of treatment of the enlisted personnel. Officers stopped seeing enlisted as humans and started seeing and treating them as property. The clear divide between officers and enlisted created a large disruption in the ability to complete even the most menial of tasks. This was a direct result of the current captain's philosophies on what an officer should be, and how they should treat CPO's and enlisted. Due to this new, broken leadership, it has removed all power from CPO's mess which used to be the deckplate leaders and the true subject matter experts. Now, the officers are stifling the CPOs' ability to lead their division.

Some of us get thrown into situations that we have not been trained to do, then get reprimanded for not doing it right. The leaders always say "if you don't know something ask for help", but they don't always tell you who to ask, or say to "look it up" without giving a starting point. If someone knows the answer then it would really help if they just say it instead of trying to teach the answer all the time. Repetition goes a long way.

Sir, one input that I would like to add into this section is on improving work ethic. Since I have been onboard I have not agreed with how just because other divisions are working late, leadership will create "busy work" to keep you until a certain time just because they know that they are going to get heat for letting us off even if the worklist provided was completed. One thing that I would wish to see more often is a good worklist that (if completed) we could let our junior guys off without reprimand. I know that as a junior sailor at my last command if we would bust our **** and get the work done we needed to do we would get off when we finished. Doing this significantly raised the amount of work done and the quality of work as well! Instead we give a worklist and receive minimal effort because they know no matter the amount completed they are going to get off the same time anyways. It's not about getting off early, but a way to positively increase productivity.

The moral of the crew is the lowest I have ever seen. The CO has everyone scared to do anything, but say "Aye, Aye." because he over exaggerates everything. Before the CO arrived I met 1 person that went to the brig, now I know 10 people (a 1000% increase) who have been to the brig. When a sailor asked don't you think it is a bit excessive, he said something like "If people won't learn then I will just have to increase the punishment." The CO tried to get a maintenance person for "Gun decking" a valve MRC because at the end it states to open the valve. The maintenance person closed it because the valve creates a lot of noise. A day later the CO was sitting next to the valve and closed it because it was too loud. The CO signs on duty section watchbills that have people standing triple watches. People with the first, second, and third watch. How are they expected to eat, they are paid then charged for those meals on the ship. There are many more examples, not enough space.

Communication is improving in the command. That said there is still room for improvement. There is still a disconnect that exists between my Department head and my Divisional Officer and my division constantly receives contradicting orders from the both of them. I often feel that the plan of the day is drafted with no regard to personnel that work strictly nights. every week there is a day that combines 07-0745 quarters, 0745-1000 field day and a 1300-1630 General quarters drill. this leaves very little time for people like my self whom work 1900-0700, to sleep prior to our next watch. schedules like this often make it hard for me to find the time to exercise without giving up more sleep. I understand that these drills have to be done, and that obviously the ship needs to be cleaned but having both of these evolutions in the same day is horrible.

High stressors are due to compiled/back to back deployments between MUSTIN and SHILOH.

Despite coming out of SRA, SHILOH was ready to perform last minute tasking when called upon. Getting underway after an SRA period, Ammunition on-load, completing ISATT and smoothly integrating the Air element is no easy feat. I feel that SHILOH Triad did everything they could to make my Detachment feel welcomed, and it truly made a "hull-swap" between MUSTIN and SHILOH more fluid and for the lack of a better word , more "tolerable".

eWe didn't receive our battle orders until the 23 Mar 2016, a full 8 months after the CO took command. We were operational w/out Battle orders w/ threats in the AOR; all w/out Battle Orders. Now that we have them, the CO does not follow them. The CO is a 100% micromanager; he MUST be the XO, DCA, CHENG, DEPT. Heads and DIVOs. He refuses to delegate and will not accept wise counsel. The refused to gain OS2 (b) (6), (b) (5), despite the advice of many. OS2 arrived missing a signature on his OSC and the CO refused to gain him. This caused OS2 to incur excess premium debts to the Navy. Plus since he was not attached to SHILOH, the CO sent him to deck and worked him like a slave W/out giving him coveralls. Our new IS Chief had a relationship with a PO2 when he was a PO1 (Different ship & different Command), then the IS Chief reported onboard SHILOH and this CO got wind of the relationship. He went ape-shit. A PIO was assigned. Rec=no charges. he punitively pulled his clearance!!!

The command does not do well when it comes to planning ahead. When it comes to day-to-day routine, USSShiloh is incapable of allowing flexibility and letting personal stand in for those that should be in attendance when it comes to meetings.

not effectived due to lack of communication and lack of planning.

Trust, integrity and communication...the ship definitely is lacking in all categories. When a majority of the personnel onboard are constantly looking over their shoulder, or are steering away from confrontation with the Commanding Officer, a problem exists. A CO's open door policy should be in place but what seems to exist is the CO's "it's my way or the highway" attitude. Seemingly, ideas and forethought are brought to the table but are shunned with only the CO's resolution. Communication is lackluster at best. More times than not, correspondence is not returned on time IAW instruction and correspondence such as leave chits, special request chits, CO suggestion box correspondence, etc... are left hanging awaiting approval, not addressed formally or informally, or simply just forgotten about without an answer.

Organizational effectiveness is not where it should be, everything is a knee jerk reaction and causes a lot of administrative burden overall.

Poor Planning. Planning for weekly and daily schedule is poorly planned, executed and put out to Sailors. After POW is set, POW changes, After POD is set from the POW's inputs POD changes, and the crew is expected to flex to very last minute changes in the daily schedule.

BETTER COMMUNICATION AND USE OF HIERARCHY OF CHAIN OF COMMAND NEEDS TO BE ESTABLISHED. CMC->XO->CO

While underway, the CO mentioned that if we feel stressed or if we thinking of bad thoughts to go to medical so they can help. That is great but he also mentioned in the IMC that if you do go to medical, you are considered to be a liberty risk and you will be put in liberty risk status. With that being said, Sailors do not want to go to medical if there is anything wrong with them because the CO sees it as a negative.

Everything can not be a priority.

We always seem to accomplish the mission at hand but it is always a painful process. I don't believe that the command leadership makes the best decisions or listens to the junior leadership or sailors when making its decisions about how to accomplish tasks or evolutions at hand. The upper chain of command has no trust in the leadership when it comes to the decision making processes. In our own dept or division we have a leadership issue and if we could solve that problem it would definitely solve some of the effectiveness issues. This person continually creates work for people and micromanages them. The sailors do not like to talk to him they are scared of him and do not trust that he will stick up for them or trust them. He continually places blame on junior sailors and when we tell him that it is the fault of us the leadership we are told that it is the sailors fault.

The effectiveness of our organization is nothing better than sub-par. A strong Chiefs Mess that normally works well together is not backed or trusted by the senior leadership. I see a mess that works at their best ability to support the CMC. Unfortunately, that support is constantly trying to keep the CMC safe and continuously trying to react quickly due to knee-jerk taskers that comes from one of the three top leaders who rarely communicate cohesively (CO, XO, and CHENG a.k.a Acting XO).

Command leadership can never stick to a solid plan and taskers are rarely fully communicated to leadership (CO, XO, down to Dept. Heads and DLCPOs)

Most programs onboard SHILOH are started with great initiative and some planning but the urge to see the program implemented quickly degrades the execution of program and normally leads to unnecessary rework and confusion at the khaki level and unfortunately the junior Sailors see it and become unattached and demotivated from our lack of communication

the ships flight crew is a good group of sailors who have become a well oiled machine. With our short time on board USS Shiloh I have seen them develop great skill in handling the aircraft.

From my short time onboard I have observed that this command's organization effectiveness is below standards at best. From the severe lack of communication making it's way from the upper chain of command to the lower ranks and constant misinformation being passed up by the chain of command. There is a severe lack of proper planning and preparation for many events and programs, including high risk evolutions such as small arms and crew served ranges, and those who support those evolutions are rarely afforded the proper and required amount of time and support to ensure those evolutions are run effectively and a solid product is produced.

I am scared to do some maintenance/work because if I commit a small mistake I might end up to Mast or Brig.

I think there is a lack of effective communication from top down and down up. Most times, information reaches it's destination appropriately, but this isn't always the case, and efforts are needed to be taken to make sure all levels of the chain of command are notified appropriately. Some departments do this information passing much better than others, but it isn't consistent across the ship.

I would say that the command has poor overall Organizational Effectiveness and the reason behind that is the perception from the deck plates is that the everyone is afraid to tell higher leadership (i.e. CO, XO) no we cannot do that because of x,y,z. I have seen this first hand when we tried to tell our immediate chain of command that we couldn't do an evolution because of how unsafe it was and they wanted to continue to try and do it because of how they believed the CO would react, they didn't out right say this but you could tell by the way they pushed the matter. I know a lot of people think it's the CO that is the problem with this organization but the real problem are the people working directly beneath him that is causing discourse and overall making the organization highly ineffective. If there were a change I would suggest it would be to have the Dept Heads listen to the SME's because that's the biggest problem we have or at least in my Department.

It is my opinion that the command as a whole is less effective. The reason I have come to this conclusion is simply because the communication level is extremely low. The planning or the over planning is horrible, I'm not sure how sailors have not gotten hurt from lack of rest or sleep and just the POD being packed with several things scheduled at the same time or right after one another. The constant inspections and the constant changes in the POD and the lack of trust in the chain of command as a whole is very unhealthy and will sooner or later get someone hurt or killed.

as an organization, we are overall effective. getting to the level we operate at, literally is like pulling teeth with the XO involved in things.

i am happy with the command and think it is going in the correct direction. all the negative things i put about effectiveness are because of my divo, LT (b) (6), (b) (5). he has created the most negative and fearful work environment i have ever seen. no one has the trust to even report things out of fear, he gives constant threats, when someone is having a hard time figuring an issue out he will threaten them and say they are not doing their duty. he has lied about the division right at the start when he was told daily for a week that ESOMs was not getting backed up and when the COC found out he lied and told them we didn't tell him and then scolded us at quarters about how we should have made it more clear when the last back up was done, even though everyday he would ask and every day we said the last good backup was 27 nov. he has also stated at quarters that sometimes comms needs to fall off so the network can be fixed, this should never be told to junior IT because comms underway are most important

This command seems to lack trust amongst leadership. Especially between the wardroom and the Chief's mess. It makes for a stressful and ineffective work environment. Unfortunately, I absolutely believe this mentality is not only encouraged by the Commanding Officer, but is actually started by the commanding officer. CO quotes (that I have heard myself): "If the wardroom is messed up, the enlisted are worse." "Chief's are the leadership problem..."

This command is by far the worst command that I have been at due to the lack of trust among the chain of command, and the chain of command from the CO down is unwilling to listen to the techs. All of this was abundantly apparent at the OPS/Intel brief on 15APR2015 when (b) (6), (b) (5) publicly counseled (b) (6), (b) (5) for attempting to conduct a 5 in gun pacfire despite the fact the gun was broke and warnings from the techs and others about the safety of the gun crew. The Officers fear repercussions from (b) (6), (b) (5) and the officers refuse to work with the Chiefs, the cause is beyond my knowledge, but from my understanding is due to mentoring from the CO to have the officers run the ship and is the reason he fired the Chiefs when he initially arrived to the command. The command can not function properly because there is no communication between the chain of command. There is no planning tasks are stacked on top of each other with no way to prioritize and high expectation for completion.

In short not very effective. i believe their is a break down from the highest level to the lowest level and everywhere inbetween. i believe we hold the standard for enlisted. communication is a joke. we can't even get trustworthy POD half the time but i be damn if we miss a deadline for something we are responsible for. CO is battle orders took ten months to get put out and they were clearly copied over from a DDG battle orders, we do not have approved doctrine. we weren't ready to be deployed just out of the yards causing unneeded pressure on crew. XO is the laughing stock of the boat. CMC is beat down and seems to have very little input nowadays. CPO mess doesn't have a voice or back bone since the almost 50 DRB back to back. wardroom is very limited from performing because they are micro managed because the CO wants things his way and thus not enabling future dept heads, XO's and CO's.

It is likely that many respondents will blame the organizational ineffectiveness on the CO because of perceived rules changing on a weekly--or even daily--basis. However, I do not believe the CO is entirely to blame and it is the XO who is not consistent in enforcing or interpreting Command and Navy policies which leads to confusion in the COC. It is often at the XO's level where admin gets held up in the chop chain/editing process. In turn, the CO does not get said admin in time and the O-4 and below in the COC get blamed for not meeting deadlines. I am hopeful that the command will run more efficiently in a couple months.

We are not effective. We do not prioritize tasking or communicate well. When we are told that everything is a priority, then nothing becomes the priority. When the leadership miscommunicates at the TRIAD and Department Head level, it only gets worse as it goes down the chain of command. This leaves no margin for error, results in the goal and direction constantly changing and increases stress and results in our inability to get the job done effectively.

The organization is effective when given the opportunity to be effective. Most times the organization is given short fused, poorly designed tasks to execute which result in chaos and inefficiency. The organization, specifically khaki leadership, is blamed for the inefficiency by the CoC.

As an organization we are extremely effective. I believe we as an organization have always achieved our mission.

Completely inefficient. The instructions are vague and late at best, and no one lets the crew know when a new instruction comes out. Who's writing all of these? The policies enforced are not always in compliance with instruction, and everyone says "follow the instruction" but sometimes people will say "that's wrong, just do it this way." I don't know what is allowed or not. My chain of Command tells me to just follow the black and white, but then I'm told the instructions wrong, and the correct way is something else.

No one puts out when changes occur.

Examples where the command is most ineffective:

Watchbills (who's required, how many, and routing)

Admin (I thought they were supposed to help the crew? I only see them doing legal stuff and every time i come down IF there's someone in there, they're too busy to help)

NJP (people commit crimes and are punished almost a month later. They are on lib risk until then but that doesn't count towards their punishment..)

Routing anything to CO

One of the problems with the Navy, is that personnel are not held accountable for their responsibilities if they are incompetent, instead their responsibilities are distributed among other members. Our XO is absolutely incompetent, but instead he still earns O-5 pay, and ruins our lives on a daily basis with his lack of leadership. Department Heads are forced to pick up his slack. The same goes for collaterals, don't dare be competent or you will end up overworked and overused, earning the same paycheck as useless members. We work until about 1900 every night, yet hardly accomplish anything. Even on the slowest of days, we are here until 19-2000. I feel like I'm not allowed to have a family, a life, or personal interests. All I'm allowed to have is SHILOH, and thinking that I should be able to go home at 16-1700 is a sign of weakness/selfishness. I don't take care of myself anymore. I've gained so much weight. I just sit at work all day, yet accomplish nothing due to meetings.

This organization is highly ineffective. We cannot get a plan together. The only consistency on board is that you can guarantee the plan of the day and the plan of the week will change completely. Even after the leadership comes together as a group, communication and plans fails. It is embarrassing to be considered a part of this command.

Our leaders are disorganized in their administration and most important documents are lost entirely or take weeks to receive any feedback on.

Any administration is often "chopped" by the XO on multiple occasions even though he is only supposed to review the administrative documents once.

Khaki call is a complete waste of time. The XO just rants on about one topic and contributes nothing to the overall effectiveness of the khaki. This ineffectiveness trickles down to whole Wardroom and Chief's Mess, giving the crew the impression that we are equally disorganized and incompetent.

We are told to focus on all the wrong things.

NSTR

Better communication at all levels would go a long way towards increasing organizational effectiveness.

Overall the command is ineffective. The command lives by the paradoxical maxim that if it's not in the POW it will not be in the POD; however, the POD itself is constantly in flux even on the day it is representing. The inability of the command to develop a consistent plan for even the most basic schedules negatively impacts the sailors by inhibiting them from consistently knowing what to expect thereby preventing them from creating personal and professional plans even during the week of. When the command does schedule events, the meetings invariably fall in the afternoon, often keeping the department heads on the ship until well after evening meal hours. The complete disregard for the senior khaki invariably leads to a trickle down effect in discontentment.

Too often, information gets put out to leadership and not passed down the CoC. There are also frequent breaks in communication links for information getting passed up the CoC. Decisions and policies are constructed (i.e. Battle Orders, Training Scenarios, etc.) that do not reflect inputs of knowledgeable technicians and operators.

Talent and determination is here. Lack of knowledge due to such a young crew and some svm new to the platform/environment also exists. Our organizational effectiveness is weak. The reason is because there is NOT consistancy within the command. The way things as done here on Shiloh such as qualifications and approval of documentation are not consistant. There are large periods where personnel can not get qualified due to lack of boards. This creates issues where not enough personnel are qualified and the ship's crew pays for it. This also creates the issue in a personnel career progression. This is the second i experience and the other ship I was on did not have this issue.

Also routing drill packages, watch bills, instruction, etc., the return can be weeks and the final approval is usually the hours prior the drill or month after it was submitted. Samething, last ship paperwork was not held up and return with amplifying time to make corrections.

There is a tremendous amount of confusion and poor communication in regard to accomplishing the day to day requirements onboard. When difficult and short dispense requirements emerge these items are even more difficult to tackle.

It feels like we are trying too hard to look like we care. Instead of actually caring.

Too much short notice stuff. The operational schedule is one thing, but surprising the crew/leadership with surprise extended liberty after hours of trying to schedule a week, and we wonder why nothing gets done.

I personally am often confused about what the main priority is. I am told to focus on one thing only, but I know I can't take that seriously because I am going to be asked about statuses of other things, including things for which I am not responsible. I try to anticipate and put effort into those things which I believe will have a high demand signal, but then those things are brushed aside for statuses of other, less emergent tasks.

Communication is lacking. There needs to be more communication up and down the chain of command. There is also a lack of trust from the top down and the bottom up. the trust needs to be reestablished.

I believe SHI is now a strong fighting unit, cohesiveness is high in all aspects of the warfighting effort. It's obvious this effectiveness comes with a price in terms of time off and Sailors' desires to do other things besides getting ready for underway periods and certifications but I believe that is what being in the Navy is all about. The ship is a better ship today that it was yesterday to go out and fight for our beliefs and ultimately for our freedom and way of life.

The organization effectiveness has been hurt and hurt bad this last year. Every day is a struggle to keep the Sailors spirits up. To make a long story short the Sailors do not want to give extra anymore. To ask for 100% every day now next to impossible because they do not want to give that anymore. Before they were happy to work here but not people just want to get through the day and get through their tour. Good Sailors refuse to extend due to the current climate.

Above Average! Standards are held high where the minimum is below average in efforts to reach achievable perfection.

We are the exact opposite of effective. We follow the logic of if we cant make every job easy then make every job hard. It takes so long to get anything routed and or done. In an ill attempt to make it perfect by the time it is in effect it is too late. Most 50/50's are written in a vacuum, distributed via email on the eve of the event that it would be better to wing it, or not do it at all.

the command organization is not effective. sailors who refer themselves to mental health are placed on liberty risk. there is a new policy in place every week but these new policies are just unneeded changes to existing policies. one example is the liberty card program because it is the same policy we had in place, except it is more restrictive than the CNFJ policy because it reduces liberty expiration from 0100 offbase to 2359. also, you must be in your barracks and cant be anywhere else on base after liberty expiration. The CO makes us adhere to every single written policy the navy has, but then he doesnt even have battle orders when we are underway on station.

This command is by far the most unorganized command I have ever been a part of. Taskers are always given the last minute and with very little guidance from the triad. We do our best to accomplish the tasks but since communication was poor to begin with, the products we provided were not accepted very well. It seems like we were supposed to read the leadership's minds and execute. The command does a very poor job at executing daily missions.

Organization is not as effective as it could be because all decisions and issues are micromanaged by the commanding officer. Therefore simple issues become very complex issues requiring a great deal of time and energy to resolve. This then detracts from the effectiveness of routine work and daily duties.

I do not think the command is supportive of our members in any other way than the accomplishment of the mission. We are treated as replaceable parts rather than people. This command is quick to get rid of experience and replace them with a "yes man". Our opinions are withheld due to the threat of banishment. Our personal problems are treated as a hindrance to the command so the Chain of Command, mainly the CO, is quick to discard them as a lie by the member just to get out of work. Individual ideas of how to accomplish a task is frowned upon if leadership does not agree. An example is a technician that wants to troubleshoot and fix equipment will be told somewhat to just call in someone smarter than you via trouble call or casualty report. We are not allowed to do the jobs we are trained on therefore we cannot learn and grow.

There is an excessive amount of frivolous, basic, irrelevant paperwork the Captain deems inexplicably important which have no value towards accomplishing the mission and take time away from higher priority work items within our already heavily burdened schedule. The current Executive Officer only adds to this burden due to his incompetence and inability to properly comprehend or relay simple information to others. Things which are considered simple, consistent routine acts in everyday work environments for all other commands become drawn out and embellished to complicate the process and waste time aboard SHILOH. The Captain shows inconsistent reasoning for his whimsical pattern of delegating tasks and not only changes his mind on something he asserted was the only correct method but reinvents and declares such thinking as bogus and irrational shortly after stating it. "I never said that" in direct response to the aforementioned guidance is common from (b) (6), (b) (5) as he quickly reneges

Although my chain of command is fairly decent at communication. There are times when I feel that certain events or decisions are made out of how my chain of command feels emotionally. Other times I feel as that certain decisions are just plain ill made.

Equal Opportunity/Fair Treatment Section Comments

i feel that everything is perfect in my workcenter

As a junior enlisted sailor, I constantly feel a shadow of expendability and insignificance casted behind me. My voice will never be heard unless a mistake was made, my tasks will never be acknowledged unless it was botched, and my presence will never be important unless i'm absent. I'm just an individual to force feed qualification requests to, sweep the same p-way 4 times a day, constantly lecture about being responsible on liberty, and a crew member with a 33% chance to go to mast.

The command is fair.

I have been on board almost 10months but I have not seen any racial or sexual jokes between shipmates.

Everyone has a equal opportunity

How is the captian going to send males to the brig for punishments when they do not have the resources to hold females? A punishment should not be given unless it can be given equally. Second, females and only females have been moved on watch bills due to the captain feeling uncomfortable with these females being around males. Third you punish a female to the point you put her on liberty restriction after taking away her room and also not giving her the right to a DRB which is stated in the SHILOH instruction. For an act that he knows two males have done not even a month before. The captian knew of the male that was caught on camera with two females entering his room. Agian punishments have never been equal for both males and females.

Nothing significant to report.

Apart from the obvious "Philippino Mafia" here in Japan, I have not seen any favoritism/discrimination.

Females at this command are not looked at the same if they do not flirt with male members of the command of hire rank. Females also recieve different taskings than males of same rank.

it is whatever

Women have more opportunities to learn the clerical side of any job. Being a new sailor here and having a lower enlisted sailor come in 5 months after, and a month later knowing more than me is an issue. How does it look to have a lower enlisted person that has been here shorter than a senior person offering to train them on the job? How do you lead someone that thinks they know more than you or knows more because you haven't been trained? To me, that messes up how the chain of command should work and causes lack of respect and it shows in the work center. I feel that leadership lets more females get away with what a male would get away with.

Everyone is treated equal

females at my organization are favored and at the same time denied opportunities to perform at a male's level they do less work and this is openly accepted especially in my department behind their backs they are slandered by senior sailors but when in person doing less is accepted

It has been noted, that members of opposite gender have been shown blatant differences in the level of treatment and professionalism. It has been observed that the workload and effort expected of one personnel of certain gender may or may not be the same, or less than those of opposite gender.

I feel that if you are a slightly good looking girl you will have a faster advancement, while doing less work than the men.

I have personally never seen an example where, job opportunity-wise, one race, sex or religion was given preferential treatment. There was an incident over this previous underway though where the females of the ship were given a specific hour in the weight room where men were not allowed to come in. While I can appreciate that this was meant to be a positive for the females, it ultimately resulted in an increased tension between the genders, and became a mild dissuasion for females to go to the weight room in the gender-neutral hours. Basically, the end result was more harm than good.

When it comes to equal opportunity I feel that most leaders practice fair treatment. Then there are some who really don't seem to. I said it before the main person who I feel that does not is the captain. I don't think he even knows what equal opportunity is.

As a ship we are all a family in a way so any joke that we say to each other we don't take it to too much offense and if we do then we try and handle it at the lowest way possible. I've never actually witnessed harassment where people were uncomfortable.

This is a very fair command. It's a breath of fresh air being in a place where someone being racist and/or sexist is punishable.

Equal opportunity is practiced at the command, but there are some issues. Personal relationships often drive tasking and moreso for departmental activities. Often, it is a case of who knows the PO1 or Chief better will receive better everything or be invited to fun activities. In the past, I have not been invited to numerous departmental function where everyone else was invited. Departmental time where they would play games and watch movies would go on and I would still have a large worklist to complete.

Biblical quotes have been cited during CO's Mast

I HAVE WITNESSED ALL MEMBERS GIVEN, EVEN ENCOURAGED, EQUAL TREATMENT AND OPPORTUNITY FOR TRAINING AND ADVANCEMENT. THE ONLY LIMITING FACTOR IS THE INDIVIDUAL THEMSELVES NOT SPEAKING UP. MY COMMAND ALWAYS SPEAKS ABOUT FURTHERING OURSELVES BUT AT TIMES THE FAULT FALLS TO THE INDIVIDUAL BECAUSE OF SELF-LAZINESS. THE EXTERNAL MOTIVATION IS MORE THAN WELCOMING.

The only comments I have when it comes to equal opportunities is that if complaints are made from females they are taken seriously, but if the same complaints are made from males it is not and they are told to suck it up. I have an example for when it has happened to me but I do not want to reveal personal information.

I really don't have much to put here because I believe as a command we are pretty much treated equal and fairly no matter what our background is.

This organization is great at treating everyone equally. I do feel that the evening prayer done before taps is very focused on Christian religion and could be changed to integrate more religions. I have seen a few service members, some in my own division, leave due to mental and emotional issues brought on by their treatment by the chain-of-command (LPO and above).

Continuing on the previous part with the many arguments, said individual would pick out certain people and belittle them several times, and not say anything to people who are more responsive defensively to his comments. In example there was a conflict between two members of the same division although the other was also wrong, instead of handling it at the lowest level, it went from counseling, to DRB, then having a XO scheduled before DRB is over and then scheduling the NJP always at a "convenient" time. There is also a strive with the LPO where it is absolutely necessary to have an out of division collateral as if your life depended on it, forcing his ideals on to other fellow sailors who do not have like opinions, which has in turn created a gap in the division between the E-6 to the E-5 and below though it has strengthened the bond and unity of the division with more or less a sound mind.

Equal is not equal, although being equal is preached we're not. Yes, I understand Officers, Khakis and E-6 and below have different levels of equality but if my Khaki is treating me an (E-4) differently from my peer(E-4) because of my gender or because he/she may favor the other person more than I or that Khaki goes out of his/her way to invite that (E-4 favored peer) to dinner functions to his/her house which is by the way fraternization which is preached throughout the Navy, defined as " an unduly familiar personal relationship between an officer member and an enlisted member that does not respect the difference in rank or grade", that favored (E-4) will no doubt hands down get a better eval than I which the instruction is BUPERSINST 1610.10D NAVY PERFORMANCE EVALUATION SYSTEM. Work performance is based off of favoritism not WORK ETHIC.

Upon arrival, newcomers are expected to learn on their own rather than being taught, causing an unequal distribution of knowledge and often leaves new members with a feeling of not belonging, or uselessness. Some people are tasked everyday and never receive down time, while others sit and play on their phones. Leadership seems oblivious to this fact. Members are often told to complete the same task over and over again, regardless of the amount of maintenance they have to do during a given week. Sometimes several days are wasted cleaning one space that has already been cleaned several times. Any attempt to give input on these situations is viewed as an attitude problem, and can reflect poorly on you in evaluation. The ships new liberty policy is a violation of equal opportunity. The old policy was based upon qualification; the new one is based on review board by leadership. This gives leadership complete power over our liberty, regardless of our profesional performance.

A female in my workcenter was sent to a C school even though I do allot more for the workcenter, division, and command. Im constantly belittled and made fun of. I work and do just as much if not more than some of the people i work with and my 1st class is friends with people I work with and ignores all the work thats done except for theirs. By that same 1st class im constantly talked down to and made fun of both when I am around and when im not he makes fun of me with the people I work with. When I tried to respectfully tried to stand up for myself I got yelled at and told that he would talk to me however he wanted to because I was a 3rd class and he was a first.

THERE IS ALOT OF UNEQUAL TREATMENT TOWARDS MALES ONBOARD.FEMALES ARE ALWAYS BEING PAMPERED AND JOKED AROUND WITH WHILE MALES DO ALL WORK BUT FEMALES STILL GET FULL CREDIT FOR WORK EVEN THO NOT ONE HOUR OF WORK WAS EXPENDED BY FEMALE AND WHEN IT IS BROUGHT UP TO CHAIN OF COMMAND WE GET TOLD STAY IN OUR PAYGRADE.

This command does a fair job in ensuring that everyone is represented equally and provided similar opportunities.

This year African-American History Month was not given the attention it deserved at our command. Many people were offended and felt it was unfair.

Many female members receive better treatment than male members and are often chosen for more awards.

there is no discrepencies from my prospective.

Overall EO onboard Shiloh is not a issue, at least in my work spaces. There is some slight gender favoritism towards females in regards to expecting less from them to a comparable male counterpart. Also the gym recently got a reserved hour for women, This is due to certain females feeling uncomfortable in the gym. I have two problems with this, first it is not because of any sexual harrasment issues in the gym,If it were we have programs in place to deal with such issues. it was because of them feeling intimidated by the amount of wieght being lifted by male crewmembers.This sets a bad precident just because someone cant lift as much as another sailor should not merit a reserved hour.I doubt the command would make an hour for a male sailor who can only lift light wieghts.My second problem is that if were are going to have an EO program, and set it to a high standard why are we not using it? It has created an issue where males can not do something due to thier gender, The deffintion of EO

Equal opportunity is unfair on this ship. Females seem to get better opportunities and rank up very quickly and get less strenuous task then males.

I feel certain members receive special treatment. Not due to Race/sex/religion, but due to people above them liking them better than other members. I dont know if anything can be done about this, the same thing happens in most private companies/organizations.

I feel like the navy is making big gains in this area. I'm very pleased and proud as a male sailor to see the new uniform changes for females and having females on Subs. I look at it like this, We are all US Navy Sailors. Their is no male or female. we are here to complete the same mission,seve the same country, have the same core values.

I feel Like the USS Shiloh took a step in the wrong direction when it made a female only hour in the gym. The Navy is moving away from Segregating the two genders. loets keep the ball moving in that direction . If all personel wear navy PT gear they should feel comfortable working out together. if someone is staring at another sailer, let address that issue. we should bevable to work out together as a team. We are a team after all.

V/R

GSM2 (b) (6), (b) (5)

Is there racial favoritism amongst people of the same race? Of course. Does it actually prevent anyone of a different race accomplishing anything? No. This is 2016, and the racist members of the military are few and far between. This is a non-issue.

N/A

The command is fair when it comes to jobs and equal opportunity. I do feel that they shouldn't have set up a specific time for the females to have gym hours. If no female was working out the males should be able to go work out. Females joined the military and should be able to dress appropriately while working out. If they cannot handle men looking at them because they are wearing spandex and tanktops then they should go change.

Prior to this CO taking command the ship had a policy of handling errors/problems/complaints/etc at the lowest level possible. However, once in charge the CO refused to allow drbs such as ET2 now ETSN (b) (6), (b) (5), STG2 now STG (b) (6), (b) (5), FC3 (b) (6), (b) (5) now FCSN, and FC1 (b) (6), (b) (5) n to be handled at the lowest level and took their cases to mast. His method of discipline and order encouraged new leaders who were still learning and growing to point out little mistakes publicly and punish to the maximum when they could be easily corrected privately. There have also been a lack of care for individuals E-6 and below as far as mental preparation to complete job. ET2 (b) (6), (b) (5), ET2 (b) (6), (b) (5), IC3 (b) (6), (b) (5) are three good examples however they are not the only ones who have expressed desires to get mental health. Reccomend a mental health survey conducted by navy psychologist to evaluate mental health and preparedness for command enviroment. Done command wide not just certain divisions.

Onboard USS Shiloh the Chain of command forces qual's on you and says you will be fine, idk about you but forcing csow on ppl and now there looking at tags saying sure that looks good when they are not sure is a quick way of getting someone killed. Chiefs are unwilling to train especially on there own rate for there ppl. Workcenters are undermanned but still getting more tasking and making it a liberty item what is not a liberty item anymore. Morale is severely low due to constant uptempo schedule poor chain of command I know when I wake up I dread coming to work and seeing FCC (b) (6), (b) (5) he is consistently telling 3-4 stories a day on how he did something better when he was FC2 or MM3 before he converted, He constantly tells ppl to do something and won't explain why they have to do it and say that's an order, I asked if someone could take one of my collaterals so it could lighten the load on me so I could do some school and was told no and that I should just balance it with everything else...

The captain walked into the ship store, when manned by an african american female, and said the store looked ghetto and asked if she agreed. He later apologized, however, it should have never been said in the first place.

Equal opportunity for all.

We are sometimes talked to as if we were stupid. Belittled and spoken to as incompetent when a task isn't completed. During this process we brought up the fact that we needed man power or just more time. I feel like everytime i see certain superiors I am going to get talked to like i am not capable of anything and with pure sarcasm. It is to the point where I avoid certain personnel at all costs and try my best to not interact with them.

No Black History Month but Womens Heritage Month

There has been a period where a certain sailor felt being picked on for months due to this higher ranking newcomer's personal feelings towards this sailor. It was uncalled for from this newcomer to do this to their junior sailor who was performing above and beyond their call of duty. Other high performers were being treated this way but not as severely in this same division from the senior newcomer. At the same time, this senior newcomer was treating an underachiever with favoritism and allowing this individual to get away with all kinds of unprofessional antics on a daily basis. This was noticed by a number of the higher performers and was brought to the attention of the senior newcomer without a call to action. Personal feelings were involved from this senior newcomer and professionalism did not matter.

n/a

As ive stated before, the people that are in the leading position like to figuratively publicly humiliate and degrade those going to drb or mast by telling them of all the bad things they have done and how they are worthless, to the point in which the service member either cries or holds back their tears.

Men and Women are held to different standards. Females have much lower standards because they cannot perform many of the task men do. So they stay inside and do paperwork all day and it increases the load on our male seamen and male PO's. If possible I would like to see all male ship

Simply put, I've seen multiple times, where the higher ups favor the female. All they have to do is Flirt.

As far as equal opportunity, there are many instances of favoritism perpetrated through out the command. Those who the upper chain of command deems as loyal are given privilege far beyond those who try to stand up for their juniors. In order to maintain this visage they are encouraged to correct people constantly even when there is no base and they must agree with whatever the upper chain command puts out. Spot checks have become just a series of "gotcha" questions, where the officer is purposefully trying to fail enlisted in order to show their superiority. That being said the upper chain of command has encouraged the JOs to have a superiority complex and to treat the enlisted with disdain and disrespect in the same manner that the upper chain of command has towards them. When these issues have been brought to the attention of the CO/XO we got a "suck it up" answer and was quickly dismissed. The female only work out hours are an example of blatant violation of equal opportunity.

Treating EVERYONE with respect in this organization needs improvement. Some leadership thinks way above their head and abused their authority and think that they are untouchable because chain of command support everything they do. Fair treatment are not being exercised and FAVORITISM are greatly displayed in some division. Job opportunities are not possible because they think you are NOT capable and ready. Some are ridiculed because of sex. Some individuals are constantly being reminded of the mistakes in the past to belittle them in front of everybody and some members are scared to report because they think it will affect their evaluation and THIS NEED TO STOP. We DO NOT NEED THIS KIND OF PEOPLE IN OUR NAVY! GREAT PEOPLE ARE GETTING OUT OF THE MILITARY BECAUSE THEY HAD ENOUGH! Mission will get done but we first need to treat each other with dignity and respect! We need to get back with our basic, improve our values. We say we are leaders but we do not act like one.

Equal opportunity is not ESTABLISH here onboard SHILOH

i hear and see senior sailors make very grotesque sexual comments about wanting to impregnate particular junior sailors and they feel uncomfortable about it and when i say something i am referred to as a "fucktard" for defending her.

i have been publicly humiliated in front of junior sailors by FC1 (b) (6) on the mess decks with name calling and other degrading gestures

this organization holds back my potential because i have not been in the navy for a long time and will not give me any opportunities due to favoritism of senior sailors sewing uniform for his DLCPO.

COC talks negative about my image behind my back and i feel as if it is because of race as i am never included on information

i don't think it is fair to have hours dedicated only to women for gym time especially during the most convenient hours at 1800-1900 and also women are not allowed to do line handlers for RAS despite being on the watchbill because they are "not physically strong enough".

we failed to celebrate black history month on account of ad hoc not recommending ideas which is a lie he refused to acknowledge them and tries to do this or we will celebrate every one month which no one is buying he steadily shrugs off his own faults to others and makes bull crap apologies on the 1mc which no one is buying

I believe the treatment of personnel is quite poor. I have noticed on frequent occasions officers speaking to enlisted without any regards for professionalism or respect for the enlisted station. i have witnessed and been subjected to public ridicule by commissioned officers to myself and fellow enlisted shipmates. When i voiced these issues to my chain i was told "that is what the CMEO survey is for" or to file an official complaint. issues are not handled at the lowest level they are met with extreme opposition and handled very harshly. I do not trust in my upper leadership and I have seen no reason to trust above my LCPO. This command has proven that complaints being brought up as issued will be handled poorly. Our own CO called the crew children and proceeded to go on and tell us that we should not be treated as adults. Once on the IMC and another during a port brief. While i feel that sometimes yes some navy sailors are not mature these are not things a captain should say to a crew

No Comment

I would say "Rate races". There is an unfair treatment between different Divisions in the same Department. They always say "we are a team; we will work like a team". Oh yeah! Sound great to me, but it turns out; we only work as a team when their favorite Division or their Rate Division is needed. They don't give a shit about another Division's need. We had had to show up really early in the morning to prep for our inspection for two weeks. It was painful, but we earned a wonderful score which made us feel so great. That is the time makes me feel so good to be here. I am so proud of every single person in my Division. Our happiness is drop to the bottom line of the ill stress level when we had been forced to come early for another Division's inspection. It is not because of we don't want to work it is just wasn't fair.

African American history month was not celebrated, according to the CO is was due to faulty plans. After speaking to the counsel who made the plans, they denied his accusations and responded by stating the same type of plan that was sent during African American history month, was sent during women's history month. The CO made a statement that he would not celebrate African American history month until there was a plan to celebrate all the races months.

The EO environment on board is very grey. Although you won't see overt examples of favoritism or discrimination there is a slight pattern that goes unnoticed. Although hearsay is never dependable, it's odd to hear from an officer that the CO doesn't support the mentorship program. And subsequently you don't see a big push on mentorship on SHILOH even though you didn't hear the CO say it directly it enforces the rumor. Another oddity, from the wardroom of course, is the CO doesn't understand why there's a MLK day observance and Black History Month observance. Subsequently we didn't have a BHM program. Who's to say these two things are related but it's odd that it happened. Moreover the reason we didn't have the program was weak and sounded like a political cop out. The CO knew he would get tons of backlash on this but for whatever reason as ineffective as the Wardroom, CPO mess, and FCPOA is they couldn't make anything happen to meet both the triads "requirements" and the crew's needs.

A junior sailor came up to me and complaint that he was being mistreated by his LPO. He said he was bullied, belittled and disrespected only to him and not other shipmates. I'm not taking sides but he came up to me a few times with the same issue. I told him to seek the Chaplain before he develops anxiety and depression and eventually give up on life.

All across the board Shiloh is pretty fair, firm and impartial with regards to EO/EEO.

Under the current captain's guidance, there was an hour set aside for female-only attendance in the ship's gym. While this is okay, there was never an hour set aside for male-only attendance in order to make it equal or fair. When this was brought to his attention, the current captain said to stop "being haters and get over it".

Honestly, having a slight sense of racism/sexism in conversations is common among most people, and it's used as a tool for peer bonding and morale. Once it is shown that an individual is offended by certain topics, the group is really good about cutting that part out when they are around as not to make the person uncomfortable. Rarely have I seen anyone immediately report a case of inappropriate topics to leadership without confronting the problem first.

I feel that no matter what nothing is going to change how I feel about this topic. In the most professional way I can say it I feel females are always going to get better treatment unfortunately. I see that when certain females that are favored do something wrong that would normally send another male sailor up to mast, the issue seems to get "swept" under the rug. I have seen this many times in my navy career and I will never agree with it nor do I think it will ever change.

A member of my division has made a few mistakes and even has gone to Non Judicial Punishment. The charges were dropped, but my LCPO holds it against him. He is constantly reminded that the LCPO has "Gone to bat for him" and why should he do it again. The member has made a few bad decisions, but not entirely his fault. He had to rely on other peoples knowledge of the rules and their ability to get his paperwork done by a certain time and was put in a very difficult situation. He required the chain of command to talk to another division's chain of command to get the work completed in the allotted time frame. Now he gets reminded about that fact at least twice a month and fears that if he needs LCPO assistance again he won't get it. Recently people on leave were flown off the ship over people who were transferring and needed to check out of the base/move household items and family.

Trust: Last survey we were "sequestered" (kidnapped) to the shed at drydock 5 until we all wrote essays stating how we suck as leaders and how we, not the CO's policies, caused the last drop in the command climate survey. There WILL be repercussions from this survey. The CO is asking the Sailors what we are going to write... This is all wrong.

EO: I've heard the "N" word on the 1MC VIA the wake up song. Also, the CO refused to celebrate Black History month until we came up with a plan to celebrate all races. After February, he dropped the issue and we carried on with the culture society as normal.

I you make a mistake here, you will hear about it from 17 different people for 2-3 months. This is the worst command I've ever been to. I've never receive positive feedback here.

I do not trust the TRiAD, in fact I don't think we will survive a combat situation. I have no hope, this is hell.

I would rather serve under CDR (b) (6), (b) (5) and endure her verbal abuse than endure this!

effective

muti cultural/heritage month observations are hit and miss.

-did not celebrate February, Black history month-when asked reswponse was, "we are currentlty working on a plan to ensure that all heritage months are observed" There was a plan in place for Black history month by the ADHOC, however it did not get the full attention of the CO. BUT, the Northern Japan Earthquake commemoration which was not on any DEOMI observances was done.

If you are an officer, you are treated with more respect than being an enlisted.

When it comes to sexual assault the command does good. In the area of race I don't think that the command is racist at all but it doesn't help when we don't celebrate certain months. Also in our division we seem to treat females a little better than everyone else. It has been brought up and it doesn't seem to fix anything. Several of the junior sailors have brought up the fact that they are treated differently than a female sailor. I have brought it up and it is always the same answer that nothing is going on and we are not going to discuss it. I fear that if I bring it up any higher than it will negatively impact me.

EO at the command is fair when it comes to race, sex religion, sexual preference. Racist and sexist slurs are heard in workcenters but not to be harmful. Members are aware that what they say are wrong but it seems to still occur until corrected until that person walks away.

EO at the command is not consistent or fair, though, when it comes to disciplinary actions against Officers, and Enlisted. Enlisted are held to a higher standard and are quicker to be reprimanded then absolutely dismissed the CO then an Officer would be for the same offense.

This has been seen at the command already where a Chief would be detached for cause for admitting fault for accidental illegal actions; however, the Officer was not as harshly held responsible.

Any minor offense by an enlisted member(Blue shirt or Chief) would be investigated for its harshest intent and then that Sailor would receive the most severest punishment available. CO would find other means to punish if he didn't agree with finding.

from what I have seen around the ship, there is a diverse crew and everyone here has a roll to play and takes pride in what they do.

Certain ratings and or rating groups seem to be singled out more than others. If there are discrepancies found or gear malfunctions technical / mechanical rating are giving a pass. If there is an issue with logistics or admin the individuals will be given written counseling.

Favoritism is displayed all the time on this command.

The only instance that I could even possibly say may have been an instance of discrimination is when the command did not do anything for black history month even though the CO stated why he didn't approve any of the 5050's I still feel that there should have been something to participate in black history month.

Equal oppotunity or the lack there of here at this command can't normally be seen. But it is know that the CO is not to fond of certain races, especially if there are couple of different races together,

while my responses seem to show that we do make of color jokes, everyone is respectful and would never do so if told it made someone uncomfortable.

There is plenty of instances of racism/sexism here on this ship. Amongst members, leadership, and throughout. Most are jokes but it still exists. Occasionally, some members will be treated differently (better evals, assignment of jobs, daily communication) by leadership. Leadership quotes: Leader - "Hey (Member 1 [E5] first name) How was your weekend? Did you get to do _____ like you wanted?" Member 1 - "No I had to much to catch up on." Leader - "Well maybe we can get you some time off this week." (Leader to Member 2) "(Member 2 [E5] rank and last name) where is my report? Well you can expect to be here until it's done. It is now a liberty item for you."

This ship was not allowed to recognize Black History Month the reason that was given was sub-par (b) (6), (b) (5) said he wanted a plan that recognized all diverse groups however the Navy has already provided a calendar with each diverse group given a month to observe, a plan for Black History Month was given and rejected several times, since then it was taken into account observing Womens history and plans for the LGBT community, which are all covered and were all planned by our ADHOC president but the only one that was not allowed was Black History. Also a young sailor in the command reported that in converstaion with (b) (6), (b) (5) he questioned " why do they get two months, they celebrated Martin Luther King Day in Janurary".

i am pretty upset that we didn't celebrate black history month but had things for womens histroy month even tho there were ideas pushed up to the CO. i get the CO might have wanted to due something but it's not just for the CO's liking it's something for the whole crew and he micromanaged us right out of Black History month. my shipmates are very hurt and upset about this and i too share their pain.

I believe all members are treated fairly based on gender, age, race, sexual orientation, etc.

We are told words matter, but then one can hear sexist and racist slurs on the deckplate. The ship's store was called ghetto and there are other examples as well. For the most part, leadership addresses and corrects the problems, but the problems are still there. Women are treated differently and told to watch their behavior and what they say. But then men are not told those same things, so does that mean it is the woman's fault? Women are counseled in one way, but there has been no evidence that men are counseled and treated the same.

There have been highly questionable events in our organization that have caused those we lead to question whether there is indeed fair treatment based on race. Because of these occurences, many of these members do not trust the chain of command at all.

Nothing to add.

Grudges are held onboard, and mistakes are not easily forgotten. Otherwise, I have not expereined any dsicrimination while onboard.

The CO belittles everyone below him. There is zero job satisfaction. You are never made to feel as a important member in the navy. You are always treated as if you have no idea what you are talking about and are not to be trusted.

If you make one mistake, it is never forgiven. Your mistake is never forgotten either. You will be judged from your mistakes and never afforded the opportunity to regain any support or job opportunities.

Favorites are played on in terms of jobs, assignments, qualifications, and opportunities.

The only fair treatment is that everyone is equally treated as almost worthless.

There is a new target every week or every day.

It is almost impossible to approach the chain of command at times because they get in certain moods that prevent professional discussions and treatment.

There is zero professional development and buildup of the Wardroom. We are instead constantly put down and made to feel like we make no contribution to the team.

Everyone is provided the same opportunities and treated fairly at this command.

I have not seen evidence that members of different ethnicities are treated differently. The command is not friendly towards women. While standing TAO, the CHENG spoke loudly enough about "chasing pussy" that sailors not in the immediate vicinity could hear him. While at a farewell for the navigator, the CO made a comment about how she overcame her stature and her gender to be an effective communicator. Women are treated with the mentality that they are the ones responsible for any attention by male counterparts and that it is impossible for men and women to interact in a platonic or even just friendly matter without the woman being responsible for attempting to instigate an unprofessional relationship.

Shiloh does practice Fair treatment. All officers, chiefs, and enlisted service members all receive the same services. We all have equal opportunity use all the services provided on board shiloh.

This is a very fair and balanced command from my perspective.

Some personal ideals have been pushed too much.

There are no issues that I can perceive on SHI relating to EO. If you are qualified you are given the job and if you want the job and need to get qualified then the only obstacle between a Sailor and the qualification is that Sailor's motivation and willingness to go the extra mile, no freebies on this ship. And, that is the way to go. I want to go to sea with someone who is willing to put in the time to know something that can save his and my life one day.

The latest example of Equal Opportunity/Equal Employment Opportunity/Fair Treatment is our recent ADHOC schedule. The schedule incorporates all groups and national holiday to ensure that no group is left out the observance process. Recent ADHOC programs have been educational and inclusive of all, not some.

(b) (6), (b) (5) is not a racist he hates everybody equally. His default setting is to assume the worse in everyone boarding on paranoia. We treat our Sailors like they are disposable.

officers are treated better on Shiloh. The CO fired two chiefs and a senior chief plus one first class and there were lots of mast cases but not one officer got in any trouble. the one chief who got dfc'd but nothing happened to the officers who were part of the same thing except a loi and then one of the officers got promoted anyway. also, the CO has page 13's about fraternization in admin ready for us to sign before we pull into a liberty port. the CO thinks every female on the ship is dating, but he does nothing about the officers who are in sexual relationships with junior officers on the ship.

The CO banned the celebration of Black History month claiming he wanted to see a fair celebration for all the diversities. Most believe this was a lie because there is a committee to over see each diversity month already in place. This committee has done a great job the previous years. The CO came onboard last year April and he did not stop any other celebration of diversity until February 2016. Diversity was not a problem until it came to African Americans. Punishments are harsher for the same infractions for blacks than other races from my observation.

Though federally recognized months for cultural and demographic observance would normally allow a certain respect and acknowledgment of various peoples aboard the ship, the Captain's own viewpoints are considered more important and the celebration of such historical months were overlooked and disallowed from their deserved commemoration. Such actions have intensified discontent from various minorities who feel disrespected by the Captain and further supported their contempt for the Captain. Specifically, the African American populace liken their positions aboard the SHILOH as slaves aboard the Amistad. The gay population aboard the ship are treated with substandard and homophobic tendencies by the Captain, and he even goes as far as to demean heterosexual sailors with accusatory remarks of homosexuality.

On my ship, I feel there isn't much gender equality. As a female I feel that's its much easier to get away with things compared their male counterparts.

Discrimination/Sexual Harassment/SAPR Section Comments

the captain called me ghetto because my store was low on stock.

nothing to report

The command has a great SAPR program.

cloudcloud

Na

I feel like the command as a whole does a good job with handling SAPR cases. On the other hand I feel like people would not be comfortable reporting it due to the lack of privacy. There have been multiple situations where the captain has come over the 1MC and told the whole crew about a medical related issue someone has had. If he puts out something as simple as a chipped tooth why would he not put out something serious. Also the one captians mass for a member who was accused the captian requested members to be a witness that did not need to be involved in the case.

Nothing to report

Males choose females for certain tasks that other males would not be chosen for. Females are treated worse if they do not show favor to certain males in the chain of command.

n/a

My command will do anything for the assailant to be brought to justice. Chaps is by far the best Chaps in the Navy. He and the CO, CMC, and XO WILL get your situation solved, I have no doubt. That being said, I feel like people have the wrong image of our higher ups as strict, by the book, uptight sailors. I know that Chaps especially has been in every sailors shoes, he started from Deck and now is a LT. I think with a little more motivation to make people pursue help would be better, no more death by powerpoints.

the sexual assault prevention program is a joke it seems nobody cares until the situation has already occurred not enough knowledge is given and backlash is a big fear also confidentiality will be broken almost every single time SAPR is only brought up if a mandatory training event is held for the whole command

Higher authority has shown to not be trustworthy in maintaining privacy/confidentiality of SAPR cases. This was proven when during and ADHOC observance of sexual assault, the captain made a comment about how this ship has experienced a sexual assault in the past.

Sexual harassment is discussed enough where people start to complain about how often it is discussed, which is probably better than the alternative. My only critique in the discussion of sexual harassment is the disproportionate lack of focus on how women can also perform sexual harassment. Out of respect I won't name names, but we did for a while have a female senior personnel who took a disruptive interest in a male junior personnel, who worked directly below her in her chain of command, in an overly familiar and flirtatious manner. Nothing was ever officially done about it, but had the genders been reversed I believe the situation would have been more seriously considered as workplace harassment. With our current training, the idea of a woman harassing a man is less recognizable, and thus less could be done about it.

I think that this ship takes sexual assault serious. There have been a few sexual assaults between people who are on board the Shiloh and I feel they were handled properly and timely. The command didn't hesitate with any of the assaults to assist the victim.

Never actually been a part of it so I don't know too much about it.

I have nothing to say about our command's SAPR Program.

The ship does a good job at the deck-plate level

I HAVE NOTHING TO COMMENT. I HAVE YET TO WITNESS NOR COME NEAR A SEXUAL ASSAULT INCIDENT.

I feel at some points that men and women are treated differently than each other, however I haven't seen it in regards to promotion or pay. I feel that women in the command get less responsibility and are not told to do tasks that others are. Many times "all hands" means "all hands except the female" when it comes to tasks such as Sea and Anchor, P and D line, and cleaning stations. A number of times I have seen the rest of the division doing these tasks while the female in our division just sits on the computer browsing Facebook. The LPO and above have seen this happen and said nothing to her, but have told others (males) to get up and work. The ship has also instated "female hour" in the ship's gym and will not give a "male hour" and we are told it's ridiculous to request such a thing. Now the females have all 24 hours available to use MWR facilities and the males are restricted.

Command needs more training on how to keep a restricted report restricted.

My only advance to this command would be to list all of the SAPR VA, from Officers, Khakis to E-6 and below so people can know who to go to because people may feel comfortable speaking to a specific SAPR VA.

we have some of the best SAPR advocates and have no complaints on them.

Favoritism is commonly practiced at our command and is accepted among the crew.

no comment

The Shiloh takes SAPR very seriously, I believe that Shiloh does a good job with this issue, with great support from ADHOC, another program that Shiloh does very well. the Irony in that statement is that when the captain first observed ADHOC he disbanded it because "ADHOC is not a real collateral" he rebanded it after a few months but still refused to let them celebrate black history month because he believed that "we cannot celebrate any heritage months until we come up with a plan to celebrate them all equally" but all other months were celebrated. I do not believe it is due to the fact that the (b) (6), (b) (5), only that he micro-manages and was too short sighted to see how negatively this would affect crew morale as we prepared to spend 53 days underway with no ports.

No comment on sexual harassment

sexual assault isn't a navy problem it's a world problem. Alcohol does contribute but it's not the main cause. The main cause is the people in the navy. The people we let in. the people who slip through the cracks. The navy needs to reevaluate the type of sailors we have. Every day I walk around and ask myself, why are these people here? They do not represent our core values, they don't represent our country, they don't represent the men and women who died for our freedom.

V/R

(b) (6), (b) (5)

We didn't observe black history month because there was no plan so observe any other ethnic groups. We did however observe women's history month.

The CO has a strict policy on relationships within the command and quickly enforces discipline quickly upon those who break big navy policy as well as command. However why is it that females E-4 and below are given harsher and quicker discipline versus males of any rank who break the same rules. (b) (6), (b) (5) female got caught with previously established boyfriend in BEQ room having sex. DRB'd, room taken away, and additional emi/comments leading to her to seek out base legal advice. (b) (6), (b) (5) male caught with two navy females in room having sex(different times not at the same time) and only given a stern counseling. Females were uncomfortable working out in the weight room underway due to unwarranted attention given by males and asked for 1 hour to be theirs only for the weight room. The CO allowed it and many females were grateful. Males onboard who did not use the room gave a large negative backlash complaining of it being unfair. Unwarrented and unwanted attention at the gym is unfair.

Na

Gender equality is pretty apparent. Racism is very minimal to the point in which it is non observable.

The captain does a bad job at addressing the crews problem and is the number 1 cause of this command climate and the problems that have arose and will arise. He does not support the crew instead mocks us while we are underway and away from families. Even though most of us have been away from loved ones for years. He taunts us and brushes ur problems off and tells us to complain about him in the cmeo survey. This captain just sucks and should be demoted or something. he has no respect or any manners on how to address the crew. If we went to war no one would want to fight for this chump. If you meet him in person you will understand how much of an (b) (6), (b) (5) he is. The moral of this story is Fire him before someone kills themselves or hurts someone, before families are destroyed, or a war breaks out because no one this dirt bag here. I have had EPs my whole career since E-1 but this guy is the worst CO I have ever had.

Discrimination based on race has been seen onboard through the selection of certain to certain events including training, classes, and boards.

There are some incident that discrimination are being displayed in some division. It was brought up to the LPO what he's doing is not right to some personnell because we know it's not humane and unjust and all he did and say that he is the LPO and he will say and do what he wants because he is in the position.Members are scared to report after the incident because chain of command supported the LPO.

N/A

officers are told to belittle enlisted personnel. there is too much tribalism here such as for officers, engineering department, and women. they

why are hispanics listed separately on this survey and for races caucasian people are listed as a color of "white"?

i am not allowed the opportunity for sleep and i have to count my sleep hours by the amount of days since i was last granted permission to sleep underway. why does it take the DH to approve a sleep chit if he is unwilling to sign it the day prior?

engineering department runs this ship and are not actively engaged in the command and this behavior is approved by CHENG despite bringing it up on multiple occasions. Drilling is not an excuse!

there is no follow up face to face here

important watch station require radios. if EMO can only check it out, then he should be here on weekends to issue them as well and not let us go without radios.

spotcheckers are too strict on spotchecks and should read the service brief

0

No Comment

This is the one thing we get right because no one wants to be "that leader" who didn't get this right and get's in trouble. However the amount of training we do on a periodic basic is minimal (as in when the Navy says do this training).

(b) (6), (b) (5) is a great SAPR coordinator with insightful and engaging trainings.

N/A

We have a good team in place.

none

I did not experience any sexual assault but someone approached me regarding them. I insisted this person to tell the chain of command but this person said that there are trust issues. HE/SHE did not trust the chain of command because this person thought that he/she will get blamed. This person did file a restricted report.

Sexual Harassment at this command is not an issue. A lot of members feel that in our dept that they are treated differently than a female in the dept or division. It has been brought up several times with the same response of we are not going to discuss it. I have tried myself to handle it at the lowest level and do not feel that I and anyone else who brings it up will not be taken seriously.

SH/SAPR isn't a major issue at the command. The closest thing to a sexual harassment issue at the command would be the inappropriate interpersonal relationships that are occurring in the wardroom. Relationships have been witnessed by other officers at the command who make off-the-wall comments and shore patrol foreign ports) reports getting informally back to the ship.

everything I have seen at this command would suggest that sexual harassment and discrimination are not a problem here the crew seem to get along well and has a strong core of front line leaders that encourage togetherness and team work.

The programs we have in place seem to work, I have no issues.

most people on the ship are racially discriminative, especially personnel of Filipino descent, regardless of rank, they are seen hanging out, talking in Tagalog.

NTR

what is sexual discrimination look like? There was a really strong female Officer onboard, (b) (6) and she was told that she "over came" her height and being a female in the navy. The Captain was surprised she never had any issues communicating. What does this say about his opinion of women? That we're disadvantaged if we're short and have normally have bad communication skills?

I feel that if I or one of my shipmates made a report, it could cause some repercussions.

This command does an excellent job of discouraging sexual harassment and discrimination and encouraging personnel to report such incidents should they occur.

When sailors on the ship are in relationships that do not cross the boundaries of fraternization, the woman is held more responsible for the relationship than the man and the Captain has made it blatantly obvious that he does not approve of any type of relationship within the command.

NTR

We are doing well in this area, we need to continue keep vigilant and not let the guard down. SA can happen anytime, we must do something about it when we see it. Train the leadership to have the courage to intervene.

NTT

We had a Sailor sexual harass another Sailor. The victim was provided care immediately and the Sailor who committed the offense was held accountable.

none. The command has a really high rate of people going to the hospital, chaplain and legal because they are afraid of being on this ship. why hasnt anyone questioned all the suicidal ideations, people going to the brig, the amount of sailors asking RLSO about there rights and stuff like that?

Sexual assault has happened in this command but the situations were handled by the command very well. The victims were taken care of and the offenders were punished in accordance to the law.

There is an almost viscous attention with which the Captain acknowledges certain members of the crew. This is fully reciprocated amongst the crew with a comprehensive attitude of abhorrence, discontent, and disdain for the Captain. Somehow such reflection by SHILOH's sailors is not taken seriously, even when the feelings of contempt are held by armed watch standers with real potential to execute bleak threats. The Captain refuses to acknowledge the level of discontent within the command, nor is he eager to change his actions or management to facilitate a pragmatic or confident crew. Overall, this crew has a lack of pride in our naval traditions and engagements and even a daily resistance to showing up to work to avoid an inevitable encounter with the conniving Captain and furthering a dissatisfying life aboard SHILOH. He lacks a diplomatic finesse to considering international issues (for example, by referring to Russians as Soviets or North Korea as that fat little bastard)

General Written Comments

Na

Command completely disregards sailors need for mental help. The command does not realize what they try and do to help is making it worse. Disregards suicidal tendencies. Moral stays low due to a lack of want to help sailors. Commanding officer disregards sailors careers and lives. The commanding officer cares more about the ship then the assets to the ship, personnel.

N/A

I think sailors need more times with ESWS, Ice Cream social was a great idea. I also think newer sailors need the motivation to get their ESWS and instead of 100 days FSA you'll do 60. We all need something to strive for. I also don't like the way Enlisted are treated differently then officer, yes in some aspects we should be, but I was stuck manning a space which I was unable to leave due to some circumstances.(do not want to get into detail about it because it'll compromise PII). I called down to Galley half an hr early asking for a plate to be put to the side. First, they told me nicely to be down there before 1800 since they were cleaning for end of day. When I got there, they checked to see if it was there (Which it wasn't) Shrugged their shoulders and said we'll, sorry. I know when officers place their hotplates they are made immediately, I felt like I was neglected. I had to go ask someone to buy me food (I was on duty).

based on my comments previously something must be done immediatley its is inherent that stress knowledge and trsut in many factors are not there and it is of no fault of the juniors but the seniors who refuse to be fair and trusting it is not all but only very few senior sailors can be trusted or used to actually help a sailor with mental physical or emotional issue at this command i personally am highly dissatisfied with every aspect of this organization due to the comments already mentioned if you joined this organization to stay until retirement this is where your motivation is crushed excellent sailors with years of experience refuse too stay just because of this experience

Captain has made what could easily be construed as a racial comment, when during a visit to the ship store, captain stated that the ship store looked "ghetto" due to the lack of supplies stocked on the shelves.

Over the past year I have witnessed a command that has gone from a great place the pride of 7th fleet to one of the most terrified and hated commands on the water front. It is hard to come to work ever day knowing that somehow my captian is going to "come down" for lack of a better term on someone in my chain of command making every day more painful than it should be. Great leaders in this command are getting punished because they make reccomendations that could improve a procedure or make things better. Those insperational leaders are sent TAD to another command until thier PRD. My shipmates go to NJP and completely humiliated by this captian who clearly lacks any respect for his subordinates and he should be relieved of command effective immediately. The fear of being humiliated is so bad that we have "Melicious compliace" where sailors are overley compliant inorder to create natrual road block because not getting something done is better than being humiliated in front of the entire cmd.

I would like there to be more questions about the command.

Example of Generalizing: he set a 2100 curfew for all of deck department due to the acts of a few for 2 weeks. Punishing people who had nothing to do with the situation. He has openly called us "children" and said we need to grow up 3 times over the 1MC and challenged us saying "We had a lot of questions when you were talking to CMC" in a demeaning tone.

Conforming us: We lost a good Senior Chief and 1st class due to them speaking out for their subordinates, then we mysteriously TAD.

COC trust: Due to so many people looking out for there invested careers no one is willing to stick there necks out for anyone.

I personally believe he doesn't think he is the problem, I beleive he thinks we are all a bunch of complaining sailors with nothing to back it up.

Segregation: Splitting E6 and below and E7 above makes us feel like we are enemies and not a command out of chars: (b) (6), (b) (5) is bad at his job, (b) (6), (b) (5) has to look out for his career

So far, this command has been the most detrimental to the crews mental, emotional, and physical health I have been to so far. We are put out on missions that I don't feel the ship is able to handle, and the captain encourages us to do them without telling the truth to his chain-of-command. We were rushed out to station and kept here for an extended period of time even though there were many issues, safety included. We had life rails from the 49 platform fall and almost injure a sailor, yet we remaind on station even though we couldn't safety maintain the RADAR without those rails. Now that we are leaving station, we are given 2 weeks to make repairs that would take months to do. One of those weeks is all FST-J so repairs will be slower than normal. This ship needs longer that 2 weeks to repair and the crew needs more time to relax before being sent off station again. It feels like a race to see which will break down first; the ship or it's crew.

I believe that the command climate is suffering as a result of the COs treatment of enlisted personnel at captain's mast. His unjust and harsh punishments against certain people have created a command climate of fear. people are scared to do maintenance, in case they miss tightening a screw all the way down or forget a hazmat receipt. We're all human. they're afraid to clean in the morning for clamp down in case they get caught using soap without gloves on because they know their career could be in jeopardy. We're all human, people make mistakes. Punishments should be handled at the lowest level possible. I feel as if my chain of command has absolutely no power in covering for their people.

The crew morale is the lowest I have ever seen on a ship right now. Saiors who were planning on staying in are getting out. even in one case there is a saior who intended to separate from the navy, but is now planning to re-enlist because that means he would leave Shiloh three months earlier. I personaly as well as most of my division have had to talk to Chaps, due to the high levels of stress in the division and on the ship. The CO has personaly harrassed junior sailors in front a large portion of the crew at the ops intel brief. on one occasion a (b) (6), (b) (5) was doing the weather brief and the CO made foghorn noises to disrupt him. Another occasion an (b) (6), (b) (5) was giving a brief and he ridiculed him and made him leave because he coughed in his hand during the brief. The CO also belittled me in person while I had a meet and greet with him. He discribed china as "bad guys" and that they were "messing around in the south china sea". to say nothing of china's string of pearls maritime strategy.

This command is on a downward slope right now due this captain, morale is very low now do to this captain. We did a fresh water wash down in 30 degree weather for no reason. This captain is sneaky and deceitful. He scheduled a general Quarter for the day we pulled in just to cancel it to make him self look good. He does not care about ship morale.

Everyone will say the same thing, (b) (6), (b) (5) is the reason USS Shiloh sucks. NO. I do not agree with everything my CO has done, but he isn't a bad CO. The problem is pride. Nobody is proud to be a Sailor, we dont know our history, we walk around like a bag of ass in uniform, we dont address our senior enlisted of our officers. We are not the military. Everything that I see wrong with the Shiloh is whats wrong with the navy. I go to duty section turn over. One Chief's hair is falling out here bun and one is walking around with no anchors on her callor. Thats our back bone ? We have a sloppy CPO mess. Thats not our Core values. I look forward to Going to RTC as an RDC and training civilians to be Sailors. Sailors that the 1,177 Sailors and Marines who died on the USS Arizona would be proud of. we lve in the shadows of those who came before us. we are letting them down. If you want to see what we aren't, visit a USMC base. They are what we should strive for.

V/R

(b) (6), (b) (5)

There are three questions I ask myself every day. Do I have to step on someone to accomplish my goals today? How can I make sure sure everyone succeeds today? Would my actions make my mother ashamed of me? There are a lot of "leaders" on this ship that should have to answer those questions truthfully. I imagine a lot of them would be disowned. This ship ruined the Navy for me. I have the capabilities and intelligence to go real far, real quick in this organization, but I am disgusted by the people who I have to work for. Too many people advance because they look good on paper, but no one asks the people who work for them if they're good for the team to rank up.

The command and the morale right now is the lowest I have seen in my 3 and a half years. When we first went into the dry dock I remember for the first two weeks we had to shave and brush are teeth in the bathrooms on the pier. I remember having to find chairs in the barge to sleep on cause there was no racks avaiable. Then we did not get the time to prepare for LOA. Which we have still no even passed. There is a Nasvy instruction that states that we are suppose to 14 days to prepare for LOA. We did MOCK LOA the weeks before the real LOA. There is still no date for are EOCC so we keep drilling 6 times a day twice a day for an inspection we dont even know when it is going to happen. We do fresh water wash downs in the middle of the ocean in 35 degree weather. The scedule right now is so bad and is so stressful its hard to be even able to focus on my self and my shipmates. When ATG was here for MOCK EOCC we had no support from outside Engineering.

As someone who is about to transfer the manning on Shiloh makes me very nervous that I will not recieve enough time to properly PCS to my next duty station. This command doesn't do a very good job of making sure that people had enough time to make the change especially when it is to another country

This is by far the worst CO that I have had. He doesn't care about family or making sure we get time to take care of our own business. Ship, shipmates, self. If we can't take care of ourselves then we can't take care of our shipmates or ship. Putting even more restriction on people is causing way more stress and driving people to do stupid things. When XOI is already scheduled before the person has even gone through DRB there is a problem. You are already telling the person they are guilty. We shouldn't have to tell the CO that people should get Thanksgiving dinner before being put on bread and water. As an adult I would like to be treated as such. If people start talking about taking legal action they shouldn't have to worry about the command forcing them to leave this one.

Onboard USS Shiloh the E-6 and below are worn out mentally and physically i feel like soon there will be a suicide we are all human and there is a breaking point and with the chain of command we have it will be reached. They refuse to let ppl go leave due to their positions such as myself I was told I can't you have no replacement so when can I take leave standown that is 7 months away I am constantly stressed out I have chest problems all of the sudden but I am afraid to go to medical they probably will say it is just bug going around and not be any help at all as usual, I think I should just wait to have a heart attack so i can get actual help....

Na

Abuse in authority are portrayed in leadership in some division. People are scared to report knowing their career is at risk. They feel that they can not trust ANYBODY because when it was first reported, nothing happened and the person who reported it experienced retaliation. Members who are performing well just lost their motivations.

N/A

if you really want my input, why is the characters max only 1000?

why did question #10 talk about get the job done; it should say get the job done right.

CO is too involved in all programs across the ship

stop throwing away food after the meals and lets give bigger portions to the crew. also the wardroom stole the crews carbonator for themselves underway so we could not have any drinks on our mess line.

stop putting the smoke deck in the stbd break near disbo office as all the smoke gets into OPS and female berthing. i have asked for this numerous times. it is a health hazard and i am not a smoker so i should not be subjected to them.

(b) (6), (b) (5) restricts my leave, he does not route up my chits in a timely manner and keeps it in his box, i am tired of him poking me all the time, he does not secure any blessing for liberty despite it being on his wall and he makes us work 18 hours daily and no NAMs

COC not swift on decision making and mishandles investigations

0

The crew is burned out. We plan for 12 hours in advance because towards the end of that 12 hours something is likely to change. There seems to be a climate of no trust starting at the top and the inability to manage expectations, goals and even personnel. Repeatedly, there are personnel doubled up on watchbills for conflicting stations at the same time forcing them and the chain of command to make decisions and just say we will deal with the consequences later. These are bills that are passed up through the chain of command for verification and oversight and then signed off on. The crew seems to be in "survival mode", their actions and what they do are to stay safe with themselves and their career and transfer off without a negative impact on their career. The common phrase on base when someone hears about the Shiloh is, "oh, you are on THAT ship, I hear it sucks." That is not just the water front, it is widespread throughout the entire base.

No Comment

N/A

As a military member we have no Human Resource department to file legitimate complaints to. If a Senior Enlisted or an Officer does or says something there really is no where to go. Due to rank there is an expectation of "required" respect. I've had many interactions with higher ranking personnel that claim something to be disrespectful because they were proven wrong or just don't want to listen to a different idea. I've been told fix what you can fix and ignore the rest. I'm sure slave owners said that same thing when it was legal to own slaves in America. Living on a ship in the middle of the ocean being told to just do as you are told is very mentally frustrating. If there could be a civilian counterpart on ships to receive complaints or be an middle person to look out for those not at the top of the food chain would be a very good idea. I've been told a O-5 or up said "There is too much happiness on the ship" and that really makes me fear for my remaining time onboard.

-The CO has his favorites and his "others". If you're a favorite, you can do no wrong. If you are on his shit-list; be warned (If this goes to IG, I ask the IF to look into officer FITREPS who have gone to #1 to last under this reporting senior). Example: YN1 is DINK (favorite) the CO one lines his name and states "not DINK"; however, the CO HATES Chiefs. He refused to call us Chiefs. We are called "Khakis" in his 5050. He does not call the Command Master Chief "CMC", but calls him "Master Chief" in front of the Sailors. He comes into the Mess in sweaty PT gear DURING MEAL HOURS and sits at the table. When you verbally disrespect the backbone of your ship and wonder why your ship / surveys are suffering, it is because you DON'T GET IT! Time to go.

none

This organization does not have trust towards the leadership (E6 and above). We were forced into a schedule that prevented the crew the well deserved rest after DSRA and did not allow full repairs to equipment. The ship was worst after it came out of the yards, and somehow it is the crew's fault.

The crew was always reminded that they are mediocre Sailors for example, crew was reminded that TMI and other inspection was not successful as what was advertised by the previous Captain. CREW was always reminded that "we" are the worst Sailors on liberty on the waterfront. (however we are not) Enlisted Sailors get the full punishment if they commit a violation, however the Officer that were in charge receives a slap on the wrist and EOT awards. Suicidal Thoughts/ideations, Sailors seeking legal help from RLSO is at a all time high, asking legal advice because they feel that they will be screwed over even for a small infraction.

again most of the negative responses i put in here are not for the command as a whole, i like the CO and most of the COC but the truth is my day to day life is not really effected by them to much, it is affected by my division COC and while i have respect and trust for them it is all for nothing because of the fear and intimidation i deal with daily from my DIVO ITO.

NTR

I hate coming to work everyday having no idea when I will be allowed to leave. I do not even feel like I am allowed to let myself go anywhere near the conclusion of normal working hours. As a command, we need to work to be more effective during working hours. There is no reason that from 0700-1600, that's 9 hours, that 300 people cannot accomplish enough work. If we are not efficient enough to be done by 1600 without conducting INSURV preps, then what are our lives going to be like when we start prepping for INSURV? I'm dreading it. I'd rather be underway until next May.

After serving onboard, I am seriously considering resigning my comission.

There is zero job satisfcation and I am never made to feel important or competent.

My shipmates constatnly have their careers put in jeopardy for the beneifit of the chain of command.

Several of my shipmates have had their careers tarnished unfairly.

There is a lot of hypocrisy onboard regarding plans and communication. The chain of command cannot communicate effectively either.

The CO doesn't lead- he dictates and demands.

There is a complete distrust of the entire wardroom. We were put on a leadership standdown in effort to highlight how terrible leaders we are.

If you disagree with the CO, you are sent away on TAD or removed from any leadership position or opportunity.

Anytime there is talk of taking care of the crew, it is seen as almost a chore rather than a duty.

We work our crew into the gorund physically, mentally, and emotionally when out to sea and even more so when inport.

I feel there is some discrimination toward personnel that were here during last CO time.

ITT GQ's are boring but necessary. MSFD's are more engaging. Cross spectrum training is important, so can we intersperse MSFD's back in with the ITT GQ's?

Another comment on organizational effectiveness: watchbills take way too long--evolutions can be planned a week or two in advance, but we don't see watchbills until an hour before the event pre-brief/at the pre-brief.

We preach pushing qualifications, but the JO's are going nowhere fast. JO's may be assured they are on track, but many feel as though they are being strung along when it comes to earning their qualifications. Leadership is reactive to JO qualifications and timelines vice proactive. Several have missed slating opportunities; some are several months overdue with no resolution or way forward. Those who are not at the 18 month point are working hard and preparing for other qualifications and murderboards only to be told their board will not be for another 4 months.

Respect and Trust seem to be a very one way street. It needs to be a two way street where everyone can be shown trust and respected since we all wear the same uniform.

NTR

CO takes things away from the crew, then gives them back and want to be a hero for it. we worked MLK day, did not get our crew rest after the dry dock and knew we would be underway on other federal holidays, but then he gives us one three day weekend to make up for all this. how is one day off worth the four we should have got off for originally? plus, all this was after we were in three section duty during christmas and new years. the 'duty section' only part during stand down never actually happened so unless you were on leave, the schedule was terrible at christmas. another thing is that we were in 4 section watch rotation during fast cruise, then the CO changed it to 3 section watch right after we secured from sea/anchor detail on our first underway. he gave us four section back once we got extended and missed a liberty port. so he takes away things, then gives it back as a reward. he just gives us something back that we had in the 1st place.....pretty shady!

Because I believe the (b) (6), (b) (5) it flows down to the rest of the leaders and some follow suit.

These CMEQ surveys are never of optimal timing or frequency. The current survey is being completed after a long underway when the majority of our sailors are more concerned with enjoying their short time ashore before the next long underway than thoroughly completing or putting much thought into a survey about their command. I recommend more periodic surveys so the crew may more effectively evaluate the climate of the command and allow more time for considerate feedback. The khaki are not appreciated or respected for their work or leadership. The Captain explicitly discredits their efforts and position in front of the crew. Instead of encouraging the effectiveness of capable officers and senior sailors, he prefers to micromanage their undertakings and prod them along the way. A notable example of such demeaning behavior is a “khaki time out” where the khaki were confined to a room and forced to take blame for every incident regardless of affect or charge and especially when it was none

Operation Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready “green” zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website www.navynavstress.com. If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

PART I: Overall Stress Assessment

A. Stress Continuum Model

1. How familiar are you with the Stress Continuum Model?

	Frequency	Percent (%)
Confident	54	36.73
Can Apply	39	26.53
Understand	40	27.21
Slightly familiar	9	6.12
Not at all	5	3.40
Total	147	100.00

2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

	Frequency	Percent (%)
Green	3	2.04
Yellow	25	17.01
Orange	57	38.78
Red	53	36.05
Do Not Know	9	6.12
Total	147	100.00

3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?

	Frequency	Percent (%)
Green	12	8.16
Yellow	43	29.25
Orange	49	33.33
Red	34	23.13
Do Not Know	9	6.12
Total	147	100.00

B. Work Stress

4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?

	Frequency	Percent (%)
A lot	112	76.19
Some	23	15.65
A little	8	5.44
Not at all	4	2.72
Total	147	100.00

C. Outside Stress

5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?

	Frequency	Percent (%)
A lot	20	13.61
Some	31	21.09
A little	67	45.58
Not at all	29	19.73
Total	147	100.00

D. Individual Stress - Past 30 Days

NOTE: “Individual Stress” is made up of the following four items:

In the PAST 30 DAYS...

- How often have you felt unable to control important things in your life
- How often have you felt difficulties were piling up so high that you could not overcome them
- How often have you felt confident about your ability to handle your personal problems
- How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS):

If the “Unit” average is higher than the “Navy” average, then your unit is displaying a higher level of individual stress. Equally, if the “Unit” average is lower than the “Navy” average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DEOCS respondents. Asterisk (*) = five or less respondents.

	Navy Average	Unit Average
Aviation	9.63	4.50
Expeditionary	9.26	8.00
Intel	9.25	12.88
Medical	9.14	12.33
Special Operations	8.83	17.00
Submarine	9.51	0.00
Surface	10.15	12.77
Other	9.18	12.29
TOTAL	9.56	12.08

E. Navy Work Week

7. On average, how many hours did you sleep per night in the PAST 30 days?

	Frequency	Percent (%)
3 hours or less	21	14.29
4 hours	41	27.89
5 hours	44	29.93
6 hours	30	20.41
7 hours	8	5.44
8 hours	3	2.04
9 hours	0	0.00
10 or more hours	0	0.00
Total/Average	147	4.81

F. Types of Stress

8. Unpredictability of operations or job duties.

	Frequency	Percent (%)
A lot	87	59.18
Some	31	21.09
A little	16	10.88
Not at all	13	8.84
Total	147	100.00

9. Communication within my organization.

	Frequency	Percent (%)
A lot	57	38.78
Some	49	33.33
A little	28	19.05
Not at all	13	8.84
Total	147	100.00

10. Lack of personnel in my working group to get the job done.

	Frequency	Percent (%)
A lot	52	35.37
Some	33	22.45
A little	45	30.61
Not at all	17	11.56
Total	147	100.00

11. Increase in my work load.

	Frequency	Percent (%)
A lot	67	45.58
Some	33	22.45
A little	34	23.13
Not at all	13	8.84
Total	147	100.00

12. Working long hours.

	Frequency	Percent (%)
A lot	83	56.46
Some	31	21.09
A little	21	14.29
Not at all	12	8.16
Total	147	100.00

13. Conflicts between my professional duties and family responsibilities

	Frequency	Percent (%)
A lot	36	24.49
Some	36	24.49
A little	38	25.85
Not at all	37	25.17
Total	147	100.00

G. Barriers to Seeking Care

14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

	Frequency	Percent (%)
Strongly agree	23	15.65
Agree	17	11.56
Neither agree nor disagree	42	28.57
Disagree	36	24.49
Strongly disagree	29	19.73
Total	147	100.00

15. Navy attitudes create barriers to seeking help for stress problems.

	Frequency	Percent (%)
Strongly agree	25	17.01
Agree	36	24.49
Neither agree nor disagree	41	27.89
Disagree	27	18.37
Strongly disagree	18	12.24
Total	147	100.00

H. Positive Aspects of Stress

Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to current command) please indicate how much you agree or disagree with the following statements:

16. I feel pride from my accomplishments.

	Frequency	Percent (%)
Strongly agree	40	27.21
Agree	42	28.57
Neither agree nor disagree	31	21.09
Disagree	12	8.16
Strongly disagree	18	12.24
Not applicable	4	2.72
Total	147	100.00









17. I am more confident in my abilities to deal with stressful situations in the future.

	Frequency	Percent (%)
Strongly agree	29	19.73
Agree	49	33.33
Neither agree nor disagree	37	25.17
Disagree	15	10.20
Strongly disagree	15	10.20
Not applicable	2	1.36
Total	147	100.00

PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

USS SHILOH

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (*) represents a demographic with five or less respondents.

	Command Level	Individual Level	Individual Stress - 30 Days	Work Related Stress - 12 Mon	Other Stress - 12 Mon	Seeking Assistance
Military						
Civilian						
Officer						
Enlisted						
Junior Officer						
Senior Officer						
Junior Enlisted						
Senior Enlisted						
Junior Civilian						
Senior Civilian						
Men						
Women						
Minority						
Majority						
Total						

Green = Acceptable

Yellow = Slight Concern

Orange = Moderate Concern

Red = High Concern

PART III: ADDITIONAL RESOURCES

The following provides additional resources and information specific to the United States Navy Operational Stress Control Program.

STRESS CONTINUUM MODEL

ACTIONS FOR INDIVIDUALS AND FAMILIES

	READY	REACTING	INJURED	ILL
Individuals	<ul style="list-style-type: none">• Good sleep habits• Good fitness habits• Healthy eating• Sense of humor• Positive attitude• Productive and focused• Socially connected• Calm and confident• Effective communication• Moderation and balance• Able to relax• Sense of purpose• Feel on top of things	<ul style="list-style-type: none">• Impatient or irritable• Worried• Trouble sleeping• Appetite change• Apathetic• Withdrawing socially• Cutting corners• Reduced concentration• Increased use of alcohol• Increased use of tobacco• Muscle tension/fatigue• Excessive escape mechanisms (TV, Internet, gambling, etc.)	<ul style="list-style-type: none">• Can't fall or stay asleep• Weight changes• Persistent, vivid nightmares• Intense emotions• Loss of interest in activities• Social isolation• Loss of moral bearing• Suicidal/homicidal ideas• Confusion/disorientation• Episodes of rage or panic• Numbness• Loss of control• Substance abuse	<ul style="list-style-type: none">• Symptoms persist get worse, or return more severely• Persistent trouble functioning
Families	<ul style="list-style-type: none">• Children well-adjusted and secure• Regular routines• Good communication• Clean/organized home	<ul style="list-style-type: none">• Children acting out, or insecure• Dropping routines• Difficult communication• Increased clutter and disorder• Reduced intimacy	<ul style="list-style-type: none">• Major behavior issues• Feeling of chaos• Constant fighting• Silence, severe lack of communication• Loss of intimacy• Verbal or physical abuse	<ul style="list-style-type: none">• Symptoms persist, get worse, or return more severely• Persistent trouble functioning
Command/Unit	<ul style="list-style-type: none">• High morale• Strong cohesion• Good order and discipline• Deglamorization of alcohol and tobacco• Attention to detail• Clear sense of mission	<ul style="list-style-type: none">• Falling morale• Split groups• Deferred maintenance• Minor discipline problems• Increased alcohol incidents• Decreased attention to detail	<ul style="list-style-type: none">• Low morale• Divided camps• Equipment out of service• Significant discipline issues• Significant alcohol incidents• Multiple drug incidents• Vigilante missions	<ul style="list-style-type: none">• Not mission capable

ACTIONS FOR LEADERS

READY	<ul style="list-style-type: none">• Provide tough, realistic training• Build unit cohesion• Foster high morale, positive command climate• Deglamorize alcohol and tobacco use
REACTING	Includes all actions above and... <ul style="list-style-type: none">• Help Sailors maintain work-life balance• Ensure adequate time for crew rest• Encourage communication• Conduct after action reviews• Stress first aid• Mitigate
INJURED	Includes all actions above and... <ul style="list-style-type: none">• Refer for early intervention• Communicate and coordinate with providers
ILL	Includes all actions above and... <ul style="list-style-type: none">• Refer for medical evaluation and treatment• Communicate and coordinate with providers• Reintegrate into unit

For additional information about Navy Operational Stress Control or to seek help for individual, command, or family stress the following resources are available:

Operational Stress Control Online: www.navy.navstress.com

Navy Marine Corps Public Health: www.nmcphe.med.navy.mil

Naval Center for Combat and Operational Stress Control: www.nccosc.navy.mil

Navy Knowledge Online: www.nko.navy.mil

Fleet and Family Support Center: www.cnic.navy.mil/CNIC_HQ_Site

Chaplains (Contact your local Base Chapel or www.chaplaincare.navy.mil)

Medical and Mental Health Providers (Contact your local Military Treatment Facility or www.tricare.mil/mentalhealth)

Military One Source: www.militaryonesource.com / 1.800.342.9647

PART IV: RESPONSE TO "What three things could your command do to reduce your stress level?"

Foster a better command climate, listen to personnel concerns and take them more seriously, and give better guidance for tasks at hand.

1. Develop a basic schedule and stick to it
2. Not promise time off that cannot be reasonably be given due to operational commitments
3. Establish COB and don't schedule things after COB

Deal with the Manning issue
Better communication throughout the chain of command

Stop micro manageing people so much.
Quit making the job harder than it has to be.
Long hours with no care if people get to do things that relieve stress such as lifting weights

1. Stick to one plan without changing.
2. Communicate from Higher ups down to basic seamen.
3. Advocate same pay respect throughout the ship.

First of all, the task of work per day should be listed and not added anything else on it at the end of the day.
Leaders got to figure out how to motivate sailors and increase morale.
Last but not least, leaders got to get their information together. So we dont have to deal with same thing over and over again.

Let us relax and regulate hours.

RELIEVE (b) (6), (b) (5)
RELIEVE (b) (6), (b) (5)
RELIEVE (b) (6), (b) (5)

Na

Communicate better
Plan better
Schedule better

My triad need to perform surveys about the climate at the very least on a quarterly basis if not more due to the amount of stress caused by leadership. there is not enough presence from my DH to ensure that his sailors are being treated fairly. this command is only about work and doing the job at the cost of sailors which has been apparent in a near dysfunctional Combat Systems Department and a severely undermanned CE division. We have been crying for more personnel as sailors are lost due to medical reasons, suicidal thoughts and cries for help and yet we have not received

Better training for the CS's to prepare food better.

Allow me to take my approved Leave during June. Allow watchstanders who stand 12 hour watches at night to sleep through ships evolutions (i.e. RAS, GQ, Field Day) or don't schedule them in the middle of the day.

Hell if I know.

a

come up with an accurate plan
dont throw things on the crew at the last minute
more command events

-Not jam pack the schedule for time in port
-Not rush repairs, get them done right the first time correctly and shouldnt have to replave it again for a while.
-Liosten to the lower level sailors (E3-E5) for inputs and what needs improved.

Plan better

im honestly unsure

1. Provide time off for meeting major benchmarks.
2. Stop packing so much in one day underway.
3. Improve the S-2 services.

better communicaion treating sailors like people not children.

I have no solutions

Provide proper manning and NEC's needed for the work to be complete.

Have a more predictable schedule not just in underways, but in all evolutions.

Not make every task a priority. We all need to manage our time and resources, and if too many tasks are made a priority it overwhelms us and we can't complete them on time/satisfactorily.

The removal of certain individuals(O-6) would be advisory for the major improvement for command morale. At least that is what is believed on the deck plates.

more man power
better access for completing pqs
LOADS OF LIBERTY

i dont know

CONSTANT COMMUNICATIONS AND UPDATES.

1. Fire incompetent officers.
2. Stop all certifications/training cycles in order to effectively fix gear.
3. Recognize that 20 years ago, no one had cell phones, so, yes, in fact, some things CAN wait until tomorrow.

Need more 1st classes

More communication.

Leave things involving a Sailors personal life that don't go against Big Navy standards alone. Don't punish those who seek help. Give undesignated Sailors more opportunities to perform TAD duties outside of Deck.

Root out obsolete or extraneous admin
Stand down extraneous watches
Change command attitude towards overtasking and chronic sleep deprivation

change the CO

1. Approve school request to help other shops with less man power.
2. Liberty call early if job was accomplished before due time on the daily basis.
3. Reward PRT overall outstanding record with 96 hour liberty.

na

listen to their staff
encouragement
and allow it

More time off and more acknowledgement

Another Shiloh Olympics would be fun.

Stop overworking one or two people get more sailors in my workcenter its only 2 of us and usually its 5 or 6 sailors

- Remove CO ESWS board
- Serve better galley food, speed up the line, and don't run out of food too early
- Stick to a more concrete schedule. Unless it's WAR, don't get side-tasked to where we are denied definite time off.

Better communication, have actual time off, and have help from someone else and the three things the command can do.

less spur of the moment underway time, actually fixing mission-critical equipment and more morale-raising events...

Better planning, better communication,

realize we're ordinary people doing extraordinary. And stop crucifying people over small manageable problems

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Better communication, planning, and occasionally more reasonable expectations.

More time to complete maintenance properly, considering that if I dont complete it 100% perfect I feel I will be severly punished for it.

Health:

1. Listen.
2. Don't be so anxious to plan an event for every single minute of every single day. We are so concerned with looking busy, productivity is slipping.
3. N/A

1. leave this ship
- 2.leave this ship
- 3 leave this ship

Implement a less stressful inport and underway schedule, give members more time to sleep, and pay more attention to members' concerns and stress levels.

- improve planning
- knowing the schedule
- home during holidays

Less micro management
More trust in technical experts

- 1) Not schedule meetings during lunch or during "PT Hours"
- 2) Not start khaki call with "the following are changes to the POD" at 0700 when the POD comes out 12 hours prior.
- 3) When a schedule is promulgated, hold to that schedule. Everything else hinges on that schedule. I am in a constant state of damage control.

better opportunities for being able to take care of personal business, or school, time off.

N/A

Stop making One Good Sailor do all the work, look at divisions and see if any one person maybe struggling.

slow the tempo, stop last minute tasking, respect for the little guy

Change of command priorities
Change of CO
Increase in effective communication

Keep as many things within the division that isn't a danger to the health and safety of everyone.

Better communication , more ice cream, better food

Remove the CO.

1. Give a comprehensive plan on ALL programs.
2. Stop being petty with everything
3. Take down the administrative red tape on everything (Chit being denied because it didn't have pride mission and tradition on the cover page)
4. Listen and be open to change

Be more decisive

Let the team be a team and not a one person organization
Give up some control to the people who know how to do the job.
Listen to those around you

due to tasking and the condition of this ship, i recommend time off/ more time to repair the ship. many people fear taking leave or a day off(or to even go to psd for a day) because they know the workload will add up. When we are already working 15 hour days after being underway and about to go underway again, it creates an endless cycle of stress and tasks that can not get done.

- 1) MORE SOCIAL EVENTS UNDERWAY
- 2) MORE GYM EQUIPMENT (WEIGHTS AND OTHERS)
- 3) BETTER FOOD DAYS, THROW IN SOME TWISTS.

Deconflict as much as possible to avoid the churn..

Shorter working hours in port. Seems that we dont get a break at sea or in port. Something has to give at some point.

- 1) Realistic schedule and deadlines.
- 2) Respect sailors time
- 3) Limit unnecessary and frivolous work and rework and re-rework and re-re-rework for no reason

Enjoy inport time
Spend time with family
be left alone when off

Our Overseas tour Optimo is pretty demanding, regular in port working hours can be reduced in order to maintain some sort of balance

At this point i truly am only here to help the people i work with (division) get the job done and make it out of this COC smarter and ready for more challenges in the NAVY and in Life. That is all!!!!

Definately allow us to get off work once our worklist items and Maintenance are complete. Better communication from upper chain of command. Stop bringing up last minute discrepancies such as around 1900.

Reform the liberty policy to one that is fair, get on par with other ships on the waterfront in terms of liberty policy for E4 and below.

Morale phone was a great idea.
Beer day was good idea but was it really necessary?

n/a

have a jag onboard for paperwork with families and COs unjust punishments if needed
set equal standards so smart people dont do all the work.
designate PT times so hardworkers have time to PT

Stick to plans once put out maybe we cant beacause of ships schedule.
but the day to day thing knowing what will be expected of you after quaters.
those things matter. its hard cause the nature of our assignment . but right now i cant plan three days in advance due to changeing task.
and have to scrap plans for the day regularly.

Inform personnel of events as needed but do not create false expectations that everything has to be shared.

1. COMMUNICATION
2. LISTEN TO THE SAILORS
3. QUIT WORRYING ABOUT WHAT OTHER PEOPLE (COMMANDS) THINK OF SHILOH

more sleep, i work from 1900 to 0900 most days and never eat lunch or dinner, midrats is a joke and when we do evolutions all day or a ras we are expected to do those and then go back on a 14 hour watch after being up for 24 hours with the hope that after clamp down the next day there will not be an event so we can finally sleep.....live with this constant anxiety for over 50 days straight.

-Improve IT Manning, We have way too many people leaving and very few people remaining. Due to school requirements and such we are left with persons not know a whole lot about anything.
-Deconflict POD with persons working nights so we can sleep.
-Have the CO continue to give us updates on situations that are occurring during our deployments as he has been doing.

- 1) Give us more time to repair and fix the ship before being sent to do possibly life-threatening missions.
- 2) Give personnel more time to destress and not be kept at work till 2000 almost every day in port.
- 3) Be more open and truthful about the current situation with the ship's status.

Make a plan and stick to it! The total daily changes & the insanity it causes is killing us. Daily we are suffering from the CO and his inability to delegate, the XO's inability to plan and the CO inability to trust others. WORST COMMAND EVER in my XX years in the Navy, I want OUT!!!

Stop being so petty. Two soap containers both half full will get used and doesn't require to be a discrepancy on a space inspection. Don't come to quarters and tell your division liberty will be restricted when we get back to port because "Nothing" is getting done around here. Safety members need to observe and not take part in an evolution. The CO should wear Personal Protective Equipment at all times because he complains to people in a space with hazmat not being used that they need PPE. Open the messline on time for each meal and provide food at the

stop making things hard
stop treating sailors like they are disposable
stop assuming the worse in people

Not being on Shiloh
Not thinking about the CO
Not thinking about the CO

Improve quality of training vs quantity so members feel comfortable to perform their jobs. Promote teamwork so members feel more comfortable in asking for help when needed and knowing that others will help them. If possible, allowing members to get more rest

command policies changed, reduce backlash, liberty

Well for one if the immediate chain of command listened to the SME's things would overall improve on a stress level for the entire command because it is extremely stressful when you have an officer who's barely been in the navy for a year tell you that you don't know what you're talking about and you've only been doing this job for the past 11 years of your career.

Think about the crew when decisions are made, whether it be the schedule, the menus, the work hours, etc. We don't seem to be a first second or third priority in this category. Slow down is my second suggestion. Everything for the past 12 months has been rushed, micromanaged, and accelerated to meet a timeline that has never been communicated to us. Lastly, listen. A lot of crew gripes are over the same thing. Instead of reasoning it away or ignoring it, hear us out even through our irrational anger and frustration. We have real ideas on how to turn this around.

First: During the week use couple hours of the day to do PT with the command and make it fun with the sailors, like that there are not working all day.

Second: Involve more the command with MWR and ITT to do trips around Japan and learn a little more about the country.

Third: Try to set a decent hour for the sailor get off of work because sometimes the sailors get here early and don't get

N/A

The biggest thing, have an area on the ship for instance berthing where only e6 and below can be so that it is a place where people can get away from things if they need to for the moment.

Stop sending so many people too mast and DRB, Work on communication and organization, dont through people under the bus.

1, teach junior sailors how to deal with stress earlier in their career.

smh
smh
smh

nothing

Change in leadership would open the opportunity for an increase in morale and mission effectiveness.

Come up with a set schedule for import/ out to sea

have more personnel on the ships to even out the work load

give 96 hours of liberty to the people who are unable to get holiday routine out to sea once the ship pull into a port

1. Stop working long hours while seeing other departments leave early. One team one fight?
2. Give Divos training on prioritities and informing down the chain of command just like we inform on the way up.
3. Allow the lower ranks to accomplish their tasks and not micromanage every single little thing. Ex. Cleaning stations...

Stop dismissing people that come to you with problems. The attitude promoted on this ship is "suck it up... we all were treated the same way."

No Comment

Not go underway

Less mandatory evolutions.

Help ease duty section watch doubling/tripling by allowing BRF to stand watch without conflicts.

Help regain faith in leadership but creating a command of trust and communication.

stop speaking down, less lying, nothing else

COMMUNICATION, SCHEDULE, REDUCE THE FEAR.

h

Alter liberty policy, be forthcoming with schedule information, and provide leadership training for leadership individuals.

123

Tell us what the hell is goin on.
Im not a "child", have some respect for one another.

Take care of its sailors in the sense of not trying "crucify them when they make a mistake

At the moment, there is little if anything at all I feel the command could presently do to reduce my stress levels.

Remove underperformers, bring experienced personnel and leaders onboard, and build experts in a particular NEC and/or program rather than spreading each sailor to obtain many collaterals who do not know their own rating.

1. Dont run two sets of ETT drills 6 days a week then ask why is work not getting done.
2. I understand the underway scedule is up in the air but why doesn't the crew know about the scedule for EOCC and redo of LOA. How could we even be fully operational if we do not pass EOCC and LOA.
3. Let the khakis do there job and stop trying to be involed in everyones division. Stop makeing us feel powerless and weak.

More predicatbility on a local scale.
 Less push to do things when there should be more time allotted.
 Sufficient time off in port to take care of ourselves.

I dont really get stressed. People feel the most stessed over missing love ones and being U/W. I dont because the Mission comes first. I feel most stess by my LPO,LCPO,MPA,DLCPOfailing to make a working plan

V/R

Afford time to take care of personal issues, allow us time to work hard and then take equal time to recover, treat others with respect instead of constatnly putting us down.

Provide Boards for qualifications.
 Decrease the amount of trackers and addition work that is not needed.
 Provide consistance training.

First off they could fix the previous things i commented earlier about duty section 4 of 6 and its poor leadership. Have higher leadership stop trying to make changes to current instructions, like the aloft program, the new changes to the program made it almost impossible to complete my weekend maintenance in a timely manner, it took 6 hours to get the aloft chit up because all the changes. I would like leadership outside of my division to stop talking about thier talking to their people and getting qualed and start holding them accountable, assign them emi, put them on U/I's just

Communicate
 Communicate
 Communicate

do a 360 turn around

1. Allow people to do what they are trained to do. If a technician wants to fix a problem allow them to try rather than assume they will fail.
2. Allow racial diversity to be celebrated.
3. Allow the Chiefs to handle personnel problems before the CO.

Treating people like human beings not assets.
Treat people how you want to be treated.

-LCPO should drive the Plan of the Day in Division. Not DLCPO or above.

Create a slightly more strict schedule that the ships actually follows more often than not (i.e., if you say we're going on a 39 day deployment, it doesn't turn into a 53 day deployment). Establish a good flow of communication at a departmental level. Stop doing extra, unnecessary things just to show who's the baddest, nobody wins in that situation, everyone ends up more stressed, annoyed, and frustrated, and everyone just ends up working longer hours doing things that were not supposed to be done.

Better Leadership
More Communication
Better Planning and Organization

Change Leadership.
Communication.

Structure and transparency provided by the leadership. also a solid schedule

1. Good watchbill schedule.
2. A good planning of day to day activities.

Communicate!

Communicate
Be up front
Trust in our abilities

- 1: Recognize that our complaints are not a bunch of empty words and see them as general concerns. I am a hard worker and am confident in everything I do, but I can't say that about my last year in on this ship. Even if I know I'm in the right I still get stressed and have to watch my back doing maintenance. I believe simple mistakes will ruin my career. I feel overwhelmed and it makes me give up on my job most of the time.
- 2: Bring the command together: Reinforce that we are one unit and a team (not with mandatory fun days) but in the day

JUST BE TRUTHFUL TO US.

I definitely feel that if I reached out for help that I would be seen as weak and the little respect that we get around here would be gone and the command would lose any confidence in me to do my job. I like to feel that I go home and hold my head up that I do the best that I can but once you have to reach out you lose all respect in yourself as a leader and individual person.

1. Shorten/ REMOVE the FSA.
2. Shorten or remove portions in the ESWs qualifications, since I have to learn things that are not related to my rate other than Damage Control in the event of an actual casualty. IN the event of actual casualty we have people to do that.
3. Remove portions in ESWs program that are not needed or used outside of an ESWs test/board

n/a

Make duty section better; each duty day is hell
Actually have a plan of the day that makes sense
better hours in port

1. Have some god damn sense and know when to change our priorities. Is 3M and zidles always top priority?
2. Stop cutting the ships khaki out. It seems like the captain says stuff at DH meetings, but the Department heads aren't allowed to say anything until the captain officially puts it out. So seriously at 1400 the day we pull into port after 55 days at sea, I hear a 1MC announcement saying Friday is a day off. WTF?! It's that exact thing where the Captain wants to be the good guy and his khaki suffer because they look inept for not knowing to tell their division, and the

allow leave.
communicate.
show some understanding for what is going on and listen to us.

the CO, lack of morale,

1. Better communication
2. Less busy work (work for the cause of work)
- 3.

Command isn't at fault for alst minute tasking.

PT, balance diet and therapy

Get a chain of command that communicates.

Train/develop a wardroom that trusts their Chief counterpart.

If a Sailors has a slip up allow the process to work; let the Chiefs handle at lowest level possible.